

**California Native Plant Society
San Diego Chapter**

Executive Board Handbook



**Handbook Prepared 2003
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1. CNPS SAN DIEGO CHAPTER

The San Diego Chapter (Chapter) is a committee of the California Native Plant Society (CNPS), a public benefits corporation formed in 1965. The San Diego chapter of CNPS was chartered in 1967 with 15 members and encompasses San Diego and Imperial Counties. Under the aegis of CNPS, the Chapter enjoys legal benefits as a part of a non-profit organization, with a paid central staff in Sacramento that handles common administrative work and statewide conservation and scientific programs.

Minimum requirements for active chapters of CNPS are:

- holding a democratic election of officers at least every two years;
- submitting financial statements to CNPS for California state sales taxes;
- submitting annual reports showing chapter assets, liabilities, and revenues to CNPS;
- providing any other reports that may be required by the CNPS Executive Director or CNPS Board; and
- holding at least one Chapter Board meeting per year.

1.1 Chapter Meetings

General Meetings are held in Room 101 of the Casa del Prado, Balboa Park, on the third Tuesday of every month except August. December is a finger-food potluck. Rooms are reserved from 5:00 to 10:00 p.m., with the meetings scheduled from 7:00 to 9:00 p.m. Three committees work together to make the meetings work: Programs, Hospitality, and Book and Poster Sales. In addition, Native Gardening organizes pre-meeting workshops called Natives for Novices. Membership and Conservation committees staff informational tables.

General Meeting Schedule:

6:30 – 7:00 Set-up for Book and Poster Sales, Hospitality, Membership, Conservation, Plant Identification tables. “Natives for Novices” workshops are presented at the same time.

7:00 – 7:30 Socializing and visiting tables.

7:30 – 7:45 Announcements (President or Vice-President acts as Master of Ceremonies).

7:45 – 8:45 Presentation by Featured Speaker, including question and answer period.

8:45 – 9:00 Sales and other tables remain open.

9:00 – 9:30 Clean-up.

Speakers may sell for-profit items if they donate 20% to the chapter.

The Chapter is a member of the San Diego Botanical Garden Foundation (SDBGF), which allows us to reserve the meeting rooms and the Patio for the fall Plant Sale. Reservations are made two years in advance, in the fall. SDBGF can be reached at 619-234-8901 and are available in the office adjacent to Room 104 on Thursday mornings 10 a.m. to noon. Our dues to SDBGF are paid in January.

1.2 Chapter Council/ State Organization

The CNPS Chapter Council is the body responsible for setting the goals and policies of CNPS. It is made up of representatives from each of the 33 chapters in the State and one Baja California Chapter. Chapter Council representative may be the chapter president, or a separate

member delegated as our Chapter Council delegate by the Board.

Chapter Council meetings are held quarterly at locations around the State, alternating among northern, central and southern California locations. Board members and chairs are encouraged (and subsidized) to attend these meetings for the purpose of gaining a better understanding of the State organization as a whole and relaying chapter concerns that are of interest to the state-wide membership. Meetings provide an opportunity to meet the leaders from other chapters and the staff of the State office.

Every year the September Chapter Council meeting is devoted to conservation. Every three years the state organizes a statewide conservation conference. In addition, potential resources for our chapter at the state level include staff working with conservation, rare plants, vegetation, education, horticulture, and development.

Each year the State organization publishes a Directory of all State and local leaders. Please contact the President if you would like a copy.

The address of the State office is:

California Native Plant Society
2707 K Street, Suite 1
Sacramento, CA 95816-5113

The telephone number is: (916) 447-2677

The State website is: cnps@cnps.org

1.3 Chapter Mail

The Chapter's mailing address is

California Native Plant Society, San Diego Chapter
c/o San Diego Natural History Museum
P.O. Box 121390
San Diego, CA 92112-1390

A volunteer from the Board picks up mail a few days before the monthly board meeting and delivers or forwards mail to the treasurer or other appropriate board member or committee chair. One of the major uses of this mailbox is notification of environmental review documents to the Conservation Committee.

1.4 Membership

Membership in CNPS is at the state level. Membership levels in 2016 are:

Student/ Limited Income: \$25/year
Individual: \$45/year
Family: \$75/year
Plant Lover: \$100/year
Patron: \$300/year
Benefactor: \$600/year
Mariposa Lily: \$1,000/year

Applications and checks received locally should be forwarded to the office in Sacramento. Renewal notices are mailed directly to members from Sacramento one month prior to membership anniversary. Members receive a quarterly journal (*Fremontia*) and a monthly Bulletin from the state office, as well as the monthly San Diego chapter newsletter.

1.5 Important Documents Numbers

CNPS Federal Tax ID number is 94-6116403.

Our Resale number is SRKH-26-633-655.

Our license to Sell Nursery Stock is A3181,001. It expires every December 31 and is renewed each year.

2. EXECUTIVE BOARD

The Chapter's Executive Board (Board) consists of eleven members elected by the Chapter membership to staggered two-year terms, with six members elected in even-numbered years and five elected in odd years. Officers of the Board are the President, Vice-President, Treasurer, and Secretary. Other officers may be elected if desired by the membership. The duties of the Board are defined in the Chapter's Bylaws Article IV, Section 1. The Chapter Bylaws are included in *Appendix 1*.

Per the Bylaws, the Board is responsible for:

- (1) Providing fiscal oversight and accountability;
- (2) Establishing policies to fulfill the duties of the Board;
- (3) Developing the Chapter's strategic plan on a regular and periodic basis;
- (4) Fully executing the strategic plan on a regular and periodic basis;
- (5) Insuring adequate resources to meet the needs and mission of the Chapter;
- (6) Developing a program to insure we have qualified leaders to meet the Chapter's needs; and
- (7) Performing all other duties normally and customarily associated with an Executive Board for a California public benefit corporation.

In addition, the Executive Board carries the fiduciary duties for the activities of a nonprofit organization as imposed by California state law.

2.1 Board Meetings

Board meetings are held monthly on the first Wednesday of the month except when the first Wednesday falls on a holiday. Board meetings are from 6:30 to 9:00 p.m. and are held at the offices of the San Diego Audubon Society, 4010 Morena Blvd, Suite 100, San Diego.

Board members are expected to attend Board meetings. Business cannot be conducted unless a majority of Board members (six) are present (Article IV, Section 7). Board members unable to attend should notify the Secretary (secretary@cnpsd.org) at least 24 hours in advance. A Board position is considered vacant after three unannounced absences, at which time the Board will appoint a replacement to complete the remainder of the vacated term (Bylaws IV, 3).

About one week prior to the Board meeting, the Chapter President will send a request for agenda items. A Board member with items to include should respond to the President by Friday evening. Any items the Board needs to review before the meeting should be sent to the President by Sunday evening. The President submits the agenda to the Secretary, who emails the agenda, the previous month's minutes, the treasurer's report, and other

documents pertaining to discussion items, on Monday evening to the Board members. Committee chairs and chapter liaisons also receive this email as a courtesy and are welcome to attend any Board meeting, but receipt of the agenda does not imply an expectation to attend the meeting.

2.2 Board Elections

Any member of the Chapter is eligible to run for Board office. The Board appoints a Nomination Committee, chaired by the Vice President, to recruit candidates and run the election. The committee solicits candidates for the open Board positions by October, so that the ballot can be printed and enclosed in the November newsletter.

Ballots may be mailed to the Chapter, or brought to the November general meeting, where they are counted by the Nominating Committee. The results of the election are announced at the November general meeting. The new Board is announced in the next (January newsletter and takes office at the first Board meeting in January (II, 2).

2.3 Board Officers

Board officers are the **President, Vice President, Secretary** and **Treasurer**. They are elected annually by the Board members at the first meeting of the year (Bylaws V, 2).

President. The President presides at meetings of the Board, and is an *ex officio* member of all chapter committees. The President is responsible for organizing Board meetings, including setting the agenda and seeking input from the Board members and chapter chairs; ensuring the effectiveness of the Board Committees; and other duties as prescribed by the Board (Bylaws V,3).

These other duties include:

1. Drafting and signing letters representing Chapter views. On conservation issues this has been delegated to the chair of the Conservation committee or the Rare Plant Botanist, but the President is responsible for assuring that these views are consistent with Chapter and State policy;
2. Representing the Chapter in negotiations with various organizations, usually in tandem with subject matter expert;
3. Serving as Master of Ceremonies at Chapter membership meetings;
4. Preparing and submitting the chapter's Annual Report to the State office;
5. Assuring that core administrative functions are performed each year. These include sending insurance forms to the State, submitting room reservations for general meetings to the San Diego Botanical Foundation (due in October for 2 years hence), and assuring that payment is made each January for our non-profit mailing permit, the San Diego Botanic Garden Foundation membership, and the agriculture permit to sell plants.

Vice President. The Vice President fulfills the duties of the President in case of absence, disability or removal, and supports the President in making his/her job manageable and effective. In addition, the Vice-President chairs the Nominating Committee, which solicits candidates for Board positions, and conducts and certifies their election (V, 4).

Secretary. The Secretary has overall responsibility for keeping the Chapter's records. He or she:

- records minutes of the Board meetings,

- distributes them for review by the Board,
- ensures that final minutes are posted on the website,
- notifies Board members of Board meetings and actions,
- maintains the records of the chapter, including minutes, all correspondence, and, in collaboration with the committee chair for membership, maintains the membership list (Bylaws V, 5).

At least 48 hours before a Board meeting, the Secretary emails the meeting agenda (prepared by the President) and all needed attachments to the Board, Committee Chairs and liaisons. In addition to information regarding specific agenda items, attachments that are regularly included are the draft minutes from the previous Board meeting (prepared by the Secretary), and the financial update (prepared by the Treasurer).

After the Board meeting, the Secretary typically prepares a brief summary (“Board Notes”) and sends it to the Newsletter editor. This should be sent to the Newsletter Editor no later than the 10th of each month, unless a different due date for that month is mutually agreed upon by the Secretary and the Newsletter Editor.

Treasurer. The Treasurer is responsible for:

- keeping full and accurate accounts of all financial records of the Chapter;
- making deposits in the name of the Chapter in depositories designated by the Board;
- disbursing funds and reimbursing members for expenses authorized by the Board; and
- reporting on the Chapter finances to the Board.

The Treasurer must make financial records available for inspection by any Board member upon reasonable notice (Bylaws V, 5).

The Treasurer periodically (usually monthly) reports to the Board on the overall status of Chapter finances, including a summary of committee and other Board-approved budget items; a statement of activity (income statement for the month and year to date); a balance statement (summary of assets and liabilities); and a reconciliation statement (showing all expenses and deposits for the month by check number and payee). Upon request and before the end of the fiscal year (March 31), committee chairs will be provided with a detailed summary of expenditures from their approved budget.

2.4 Board Archives

The chapter website, at cnpsd.org, includes a password-protected area for Board members and other leaders. It contains:

- This 2016 handbook
- Chapter directories since 2008
- Annual reports since 2010
- Reimbursement and funds received forms
- Board minutes since 2006 (2009 are partial)
- Financial records since 2008 (2009 are partial)

To access these records, go to the Chapter’s home page, www.cnpsd.org, and type in “board” after the address in the URL. It should look like this: www.cnpsd.org/board. It will ask for a log-in and a password. The log-in is “cnsboard” and the password is “salvia2”.

3. CHAPTER FINANCES

3.1 Funding

The Chapter derives its income from four major sources: fall plant sale; spring plant sale; spring native garden tour; sales of books, posters, and other items at chapter meetings; public outreach events; and donations. The State provides a \$600 subvention to each chapter. The Chapter does not derive any income directly from membership dues.

The Chapter uses these funds to support the work of the Chapter and the various committees and to support other individuals or organizations that promote the mission of CNPS.

3.2 Budgeting

The Board approves an annual (April 1 to March 31) budget, allocating operating funds for Board officers and committees, Board programs (e.g. Mini-Grants), and other purposes consistent with the CNPS mission.

3.3 Accounts

The Chapter has checking and savings accounts at Wells Fargo Bank and an investment account with the Franklin Fund, which is treated as the reserve fund.

3.4 Mini-grants

Over the years, the Chapter has received many requests to fund projects related to native plants. In 2008, the Board set up a one-page mini-grant application to provide a standard means of project evaluation and to assure that the Chapter would receive some benefit from the project. The one-page application can be downloaded from the Chapter website. Applicants are required to identify a Board member to act as liaison to the project and who is responsible for communicating with the grant recipient and assuring that the work is performed and deliverables are provided in the time specified. That is, at least one Board member has enough commitment to the project to spend some of their own time to monitor it.

4. CHAPTER POLICIES

4.1 Endorsements

The Chapter may endorse ballot propositions, but not candidates.

4.2 Advertisements

The Chapter may publish advertisements in its newsletter, in accordance with Post Office regulations for non-profit groups. See "Nonprofit Standard Mail Eligibility."

4.3 Membership List

The Chapter will not sell our membership list, or share the information with third parties, including whether someone is a member or not.

5. CHAPTER STRATEGIC PLAN

The concept of developing and implementing a strategic plan as a function of the Board was new

with the revision of the bylaws in January 2010 (Article IV Section 1 B.(3)). The Strategic Plan was updated in 2016.

Strategic planning is a management tool that serves to help an organization do a better job - to focus its energy, to ensure that members are working toward the same goals, and to assess and adjust the organization's direction in response to a changing environment. Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

Being strategic means being clear about the organization's objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment.

The process is about planning because it involves intentionally setting goals (i.e., choosing a desired future) and developing an approach to achieving those goals.

The process is disciplined in that it calls for a certain order and pattern to keep it focused and productive. The process raises a sequence of questions that helps planners examine experience, test assumptions, gather and incorporate information about the present, and anticipate the environment in which the organization will be working in the future.

Finally, the process is about fundamental decisions and actions because choices must be made in order to answer the sequence of questions mentioned above. The plan is ultimately no more, and no less, than a set of decisions about what to do, why to do it, and how to do it. Because it is impossible to do everything that needs to be done in this world, strategic planning implies that some organizational decisions and actions are more important than others - and that much of the strategy lies in making the tough decisions about what is most important to achieving organizational success (from: Alliance for Non-profit Management).

6. DEVELOPING NEW LEADERS

New leaders do not just appear; they are cultivated. In an ideal scenario, a new member is welcomed into the Chapter and is presented with a variety of activities in which they can participate. At meetings and activities, members are encouraged to help in the planning or execution of the event by taking on limited, defined roles. They may become committee members and attend periodic committee meetings where they work together with others to advance the committee's objectives, creating or accepting greater responsibilities. Eventually they may replace the committee Chair, as that person moves on to fill another need in the organization, perhaps as a Board member, Chapter Council representative, or starting a new committee to advance the mission of CNPS in a new manner.

To assure a supply of qualified leaders, Board members should actively seek out members, learn their areas of interest, and direct them to people in the organization who are actively involved in these areas. When a new volunteer is introduced as a potential participant in an activity or committee, it is critical to actively involve them and make them know that their participation is important in helping the project. At first, they should be asked to do a specific, defined task; if they complete it successfully, they should be asked to accept additional responsibilities. Integrating new people into a group function requires an investment of time and energy; in the short term it may be easier to just do it yourself, but in the long term doing it yourself undermines the ability of the organization to sustain itself.

7. COMMITTEES

7.1 Committee Profiles

Book Sales

Goal: To provide books covering a variety of native plant topics with a diversity of pricing options while generating funds for the chapter.

Objectives:

1. Provide a variety of books.
2. Generate assistants.
3. Improve tracking of sales.

Poster Sales

Goal: To provide CNPS posters to educate members and the general public and to generate funds for the chapter.

Objectives:

1. Expand poster sales.
2. Generate assistants.
3. Improve tracking of sales.

Conservation

Goal: To effectively protect native San Diego plants and vegetation.

Objectives:

1. Use the power of team thinking to come up with the best strategies to protect native plants.
2. Encourage members to learn more about and influence public planning processes.
3. Expand Legal Fund.

Education (to be added)

Goal:

Objectives:

Field Trips

Goal: To guide people to observe and enjoy San Diego County's 1,500+ wild native plant species in their natural environment, and as much as possible, explain the role that people can play in preserving these plants for posterity.

Objectives:

1. Provide at least six, and up to ten, field trips per year; many near cities and others throughout the County.
2. Expand diversity of participants.
3. Gain new members for chapter.
4. Mentor future chairs.

Tasks:

- a. Write up notices for newsletter and website at least one month before the field trip.
- b. Coordinate travel and other logistics, and collect names and email addresses of attendees at the beginning of each hike.

- c. Explain basic safety guidelines before heading out on walks, and include one member in the group who has emergency first aid training and a first aid kit.
- d. Arrange for at least one attendee with the botanical expertise to identify a large number of the plants to be seen on that particular trip.
- e. Having found that providing check lists on the field trip is actually a handicap to learning, help attendees make their own lists by spelling enough of the taxa names that they can follow up in books and internet to learn more about the plants after getting home.
- f. Attend to time so the event starts and ends approximately on schedule.
- g. Serve as an archive if photos are shared after the field trip by some photographers, and if the photographer is agreeable, forwards them to other attendees.
- h. Write field trip reports.
- i. Ask for feedback to improve member's field trips.

Hospitality

Goal: To promote conviviality at meetings and special events by providing a variety of tasty and healthful food and drink.

Objectives:

1. Purchase food; assess popularity of different types.
2. Get helpers for regular meetings and for occasions when chair is absent.
3. Become familiar with locker setup and contents.

Invasive Plants

Goal: Develop a regional network of people with the skills to control invasive weeds for the benefit of native species. Develop training to enhance and exchanged knowledge.

Objectives:

1. Recruit interested volunteers and assess knowledge, skills and goals of volunteers.
2. Develop periodic training, tailored to individual needs, to expand the skills and knowledge of individuals in keeping with group and individual goals.

Membership

Goal: To encourage and support new members, to retain current members, and to recover lapsed members.

Objectives:

1. Have a membership table at chapter meetings and native garden tours.
2. Send out "new member" newsletters.
3. Continue having a membership table at the plant sales.
4. Advertise volunteer opportunities at Membership table.
5. Send messages through electronic media or make phone calls to new members about chapter events.
6. Call and/or email lapsed members and seek reasons for discontinuing membership; develop recommendations to minimize such lapses in the future.

Native Gardening

Goal: To raise public's awareness of the ecological, economic, and aesthetic benefits of gardening with native plants and increase our members' skills and enjoyment of their own gardens.

Objectives:

1. Develop power point presentation about benefits of native gardening.
2. Implement school garden program.
3. Maintain and expand community native gardens / Plants in Public Places.

Newsletter

Goal: To inform and educate CNPS members and provide a positive representation of CNPS to the public through regular and timely publication of a well-written, high-quality newsletter.

Objectives:

1. Produce and distribute 10-12 issues delivered by the 1st of the month.
2. Develop and coordinate newsletter committee with specific responsibilities.
3. Promote subscription to digital newsletter.

Plant Sale

Goal: To raise money for the chapter, to provide a rewarding and team-building experience for volunteers, and to raise awareness for California native plants and recognition of CNPS.

Objectives:

1. Maintain sales quota from previous year's sale.
2. Recruit at least one new volunteer leader.
3. Recruit 25 new Plant Sale Committee members.

Programs

Goal: To arrange for presentations for CNPS-SD General Meetings consisting of a wide range of topics related to 'native plants', such as discussions of particular plant groups and species, habitat restoration projects, vegetation communities, environmental challenges, special people and places, open space areas, public education, weed pests, insect pests, plant use by Native Americans, plant use in landscaping, activities by CNPD-SD and other chapters, plant and habitat book authors, etc.

Objectives:

1. Help set up the program.
2. When prompted by the President after preliminary greetings and announcements, welcome the audience and introduce the speaker(s).
3. Assist the speaker(s) during their presentations, as needed (e.g., show-and-tell items).
4. Ensure proper decorum during the program so that the speaker(s) are always treated with respect by the audience, and ensure the comfort and safety of speaker(s).
5. Determine the number of attendees.

Propagation

Goal: To provide plants for local restoration projects, Native Gardening committee activities, and the CNPS Plant Sale.

Objectives:

1. Hold propagation workshops at City Farmers Nursery.
2. Develop a core group of volunteers that will regularly participate in propagation workshops.
3. Define and refine our working relationship with City Parks Department personnel.
4. Focus on propagating easy-to-grow plants for school gardens and canyon restoration.
5. Hold occasional volunteer training workshops.

Public Outreach

Goal: To raise awareness of native plants, CNPS, and CNPS-SD by promoting a unified “public face.”

Objectives:

1. Integrate chapter into region’s environmental network.
2. Represent CNPS at community, environmental, and conservation events.
3. Increase accessibility to diverse demographic groups.

Publicity

Goal: To use media to make people aware of CNPS and to attract members.

Objectives:

1. Organize Publicity Committee.
2. Develop and use comprehensive list of media outlets.
3. Publicize chapter events.

Rare Plant Survey

Goal: To increase knowledge of rare plant population status and distribution to promote effective conservation of these species.

Objectives:

Develop a team of trained and motivated volunteers to conduct rare plant surveys.

Vegetation

Goal: To develop quantifiable definitions of all types of vegetation in San Diego County.

Objectives:

1. Further define gabbro soil and maritime succulent scrub vegetation associations.
2. Develop a team of trained and motivated volunteers to conduct vegetation surveys.

Website

Goal: To involve and inform members and promote positive interaction with CNPS through maintenance of an attractive and well-organized website, use of social networks, and other electronic media.

Objectives:

1. Expand committee and co-ordinate member contributions.
2. Integrate with newsletter and publicity to form chapter communication hub.

8.2 Annual Reporting

The State organization requires each Chapter to submit an annual report, which covers the CNPS fiscal year (April 1-March 31). For certain committees, there are specific information requests:

- Field Trips: Locations/destinations; participants per trip.
- Programs: Subjects and speakers; attendees per meeting; expenses.
- Public Outreach: Number and nature of events; number of public contacts made.
- Education: Outreach to teachers or students; grants to graduate students; in-service training for teachers; donation of education materials to schools; curriculum development.

- Conservation: Issues the chapter has worked on; types of conservation activities; coalitions or cooperators.
- Legislation: issues or bills worked on; type of contact or advocacy; legislative contacts with reps and staff.
- Work Parties: Number and nature of project(s); number of participants.
- Plant Sale: Number that attended event; data on income, expenses and quotas.

Every committee should report on its major achievements during the year, the number of active committee members, and volunteer hours. The **goals, objectives, and tasks** (GOT) developed for a committee provides a useful means of structuring an annual report. One means of keeping track of this information during the year is to create a spreadsheet that can be edited by members of the committee through Google docs. (<http://docs.google.com>). This can easily be set up so that all committee members have access and editing rights. Suggested column headings are: Date/ Name (initials)/ # Hours/Task.

In addition to annual reporting, Committee chairs are encouraged to communicate periodically with the Chapter Board. Committee chairs are welcome to attend Board meetings and report directly; a regular feature at most Board meetings is updates on committee activities.

It isn't necessary to attend a Board meeting to provide a progress report. Submitting a brief report to the Secretary (secretary@cnpssd.org) in response to the request for agenda items is another means of keeping the Board informed. The State organization uses a green/yellow/red signal system to provide a quick review of progress on objectives; an example of such a report is provided in *Appendix 4*.

8.3 Establishing a Committee

The willingness to take a leadership role (chair a committee) is a boon to the organization and, hopefully, a source of great personal satisfaction to those who choose to be part of the leadership. Here is a standard recipe for establishing and running a committee for the San Diego Chapter of the California Native Plant Society. It requires a bit of up-front effort, but will result in a clearer idea of where the committee is going and should result in additional help in getting there. Like any recipe, it can be adjusted.

1. Identify the **goals, objectives, and tasks** (GOT) of your committee:

Goals state the general motivation for a committee's existence in a single sentence.

Think of this as etched in stone (well, sandstone anyway).

Objectives are the tangible manifestations a committee hopes to achieve to promote the overall goal. Two to five objectives is typical; the time frame should be from one to a few years. Objectives should be concrete enough to allow the chair to evaluate the committee's success at the end of the year, but general enough to allow flexibility as events unfold.

Tasks are the specific actions or roles that need to be fulfilled to achieve the committee's objectives. There may be a one-to-one correspondence between task and objective, or more commonly several tasks will be required to achieve each objective. Delineating these tasks creates "job descriptions" that can be used to recruit new committee members; including a rough estimate of the time commitment would help committee members decide how they want to participate.

2. Attend a **Board meeting**. This is a chance for the Chapter leadership to get to know the

proposed committee and vice versa. The goals of the committee and objectives that have been developed should be explained to the Board and, if they are acceptable, the Board will elect a committee chair. Board members may be able to provide feedback, ideas, and contacts for the committee's program. The committee's GOT may be modified based on this conversation.

3. Write introductory **newsletter articles** – by the 10th of the month:
 - Write a short biography, with relevant background and interesting details. The purpose of this is to get people to like the proposed committee chair and to want to join the committee – please, no false modesty. It can be up to ½ page long, but may be edited by the newsletter editor depending on the space available in the newsletter.
 - Include a digital head shot of the proposed committee chair – smile!
 - Write an introduction to the committee program (250 – 300 words). The GOT serves as the basis of the article, just make it more informal, emphasize upcoming activities and include a specific date, time, and location for an organizational meeting to be held the following month.
4. Send the information for meetings and activities to calendar@cnpsd.org. The notice will be listed in the newsletter and on the website.
5. Give a short presentation at the **chapter meeting**. Beforehand, prepare a sign-up sheet (template attached) and send it to membership@cnpsd.org. The presentation should be three to five minutes at the start of the meeting to introduce the committee's chair and the committee, and to solicit volunteers – "the pitch". This is the best opportunity to get members for the committee, so be prepared! Write an outline. Be concise. End with the date, time, and location of the committee's next meeting and ask people to sign up at the "Join" table. Hang out there after the meeting so people can talk about plans for the committee. Don't take the sign-up sheet at the end of the meeting; the membership chair will email the proposed chair the list of volunteers.
6. Send a notice to the **list server** cnpsd-l@mailman.ucsd.edu four to seven days before the proposed meeting. Email the list of volunteers. Better yet, call them.
7. Conduct the first **committee meeting**. Depending on the location and circumstances, a budget should be established to buy refreshments. Have a sign-in sheet. The GOT provides the outline of the agenda. Introductions all around; go through the GOT getting participants' reactions, etc.; solicit volunteers for specific tasks, end with a date for your next meeting. Attendee's comments, interests, and level of commitment may alter the task list and even the objectives: reality rules. Follow up at home by creating a committee member database, writing a meeting summary, and sending an email reviewing the meeting decisions to the new committee members. Brief meeting write-ups for the newsletter help keep your committee in sight of other members who may be encouraged to join your committee.

Meetings. Hold periodic committee meetings. The timing and frequency depends on geography, the nature of the committee's work, etc., but consider getting together face-to-face from two to ten times a year. There is no point to having a meeting just to have a meeting -- have an agenda or purpose – but meetings can a) build personal ties that help communication and cooperation among committee members and b) provide a venue for potential new members to learn about the committee. At a

minimum, a meeting should be held to review progress towards the GOT during the previous year and to establish new GOTs and a budget for the upcoming year.

Budget and Finances. The committee budget runs from April 1 to March 31 annually. Submit an initial budget request so the Board can discuss the requests before a final vote on the entire budget at the March or April Board meeting. The budget should include all anticipated expenses for the year, including refreshments for meetings, office supplies, etc. It is the committee chair's responsibility to keep committee expenditures within the allocated budget. Expenses that exceed your budget may not be reimbursed unless the Board approves the reimbursement.

To be reimbursed for expenses against the approved budget, submit a request, which can be photocopied from Appendix 3 of this document or downloaded from <http://www.cnpsd.org/board/reimbursement.html>, with receipts, to the Chapter Treasurer. Requests can be submitted in person at a Board or Chapter meeting, by email (if you can create pdfs of your receipts) to treasurer@cnpsd.org, or by U.S. Mail to the current Treasurer at the CNPSSD address.

Reimbursement for claims submitted by mail may take up to 30 days. After 30 days, contact the Treasurer for an update on the status of the reimbursement request.

For minor ("petty cash") expenditures against an approved budget, submit a request for an advance of up to \$50 from the Treasurer using the same procedure discussed above. Receipts or other proof of expenditure to cover the full amount of the advance or return the unspent portion at the end of the fiscal year must be submitted. Submit receipts covering part of the advance with a request for another advance to bring the total debt up to \$50.

The Treasurer periodically (usually monthly) reports to the Board on the overall status of Chapter finances, including a summary of committee and other Board-approved budget items; a statement of activity (income statement for the month and year to date); a balance statement (summary of assets and liabilities); and a reconciliation statement (showing all expenses and deposits for the month by check number and payee). These documents are included with the Board meeting agenda sent to everyone@cnpsd.org (i.e., the Board members, committee chairs, and chapter liaisons) each month, so committee chairs may keep apprised of our financial status without attending the Board meeting.

Upon request and before the end of the fiscal year, committee chairs will be provided with a detailed summary of expenditures from their approved budget.

Communication. Efforts to organize activities to achieve the goals of a committee are wasted if nobody participates. In order for CNPS members to benefit fully from a committee's activities, the Chairs need to communicate effectively with the membership, before and after an activity.

Before An Event

There are six main ways to announce an upcoming event to the chapter membership: publicity (through the Publicity Chair), newsletter, website, MailChimp, list server, and Facebook posting. These methods are given in descending order of the amount of lead time needed and the size of the potential audience, from Publicity (often over a month, thousands potentially reached) to Facebook (hours or days, few reached). The Publicity committee can disseminate information

about your activity to the general public through the media of print, radio, and television.

To make it easier for Chairs to announce their events, CNPSSD has a single email address, calendar@cnpssd.org, that should be used to send ALL announcements of upcoming committee events open to the membership. A single email to calendar@cnpssd.org will be forwarded to the Publicity, Newsletter, and Website committees (PNW). This allows dissemination in four of the methods listed above; at present chairs must post to the list server and to Facebook themselves.

Include the name of the activity, date, time, location, and contact name (typically, the Chair's name) in the email. "Teasers" for events that are a month or more in the future may be an exception, but even here, try to plan ahead and have the information ready; this saves PNW extra work. Please title the email "CNPS Committee Name+ announcement", attach the announcement as a Word document, and request a "read receipt" when sending the email (Mac users, do the equivalent). For modifications, resend the entire announcement to calendar@cnpssd.org. Following these simple steps will ensure that everyone knows the same information and will save PNW hours of unnecessary email communication.

To have something sent to the media, allow six weeks or more advance notice, depending on the outlet. If you want something to get into the newsletter, which is seen by all members but probably not by non-members, submit the notice by the 10th of the previous month (e.g., a February 28 event needs to be to the newsletter by January 10). For something to be listed on the website (available to members and non-members who go to the site), submit it at least by the weekend before the event.

To post to the list server, subscribe by sending an email to "listserv@ucsd.edu." In the BODY of the email type "subscribe cnpssd-L". To send a message to the list server (open to members and non-members), use the email address "cnpssd-L@ucsd.edu". The list server should serve only as a reminder to supplement your announcement through calendar@cnpssd.org, or notification of last-minute events, such as plant salvages.

To post on Facebook and other chapter social media:

Send any submissions to media@cnpssd.org. The Media Director will decide where (which platform), if, and when to post. If there is any timeline attached to the post, indicate so in the email

After an Event

While what you actually accomplish at an event is the most important, you derive extra benefit from telling about what happened, both in validation for the attendees and in encouraging future participation from readers.

Immediately after the event, take a few minutes to write a few sentences about the event and include some digital photos. Send this to webmaster@cnpssd.org to get it posted on the website; these postings usually are done on Sunday. A member may also post directly to list server and Facebook to follow up with volunteers while the event is still fresh.

You can use this quick summary as the basis of a short newsletter article. This writing is a bit less breezy and you may want to include specifics that you don't have at your fingertips right after the event (e.g. how many plants were identified on the field trip). Submit the more refined

product to newsletter@cnpsd.org. Although the 10th of the month is the deadline, submit this as early as possible to make the job of editing, which may require an exchange of emails, easier.

General Caveats

PNW cannot promise that anything you submit will be printed or posted. They reserve the right to alter your wording for grammar or length and to remove extraneous detail without consulting you. This is necessary to speed the spread of your information without spending time sending emails back and forth. For more substantial changes in the content of newsletter articles, the Editor may suggest changes or provide suggested changes as a courtesy; this is more likely when adequate lead time is provided before the deadline.

Please be concise in wording your announcements. As a courtesy to prospective participants, provide brief directions, hot links to maps, GPS coordinates and the Thomas Guide grid square, if you can. Also tell them what equipment they need to bring and what the work conditions will be so they will know whether to bring hats, sunscreen, close-toed shoes, and/or water.

CNPS's insurance forbids formally arranging car-pooling, so don't mention it in your announcements. You can indirectly allow for carpooling by selecting a Park N Ride facility as a meeting place and letting the attendees sort out their own driving arrangements.

APPENDIX 1. CHAPTER BYLAWS

(ADOPTED JANUARY 2010)

SAN DIEGO CHAPTER CALIFORNIA NATIVE PLANT SOCIETY BYLAWS

Amended June 2013

ARTICLE I

Section 1. NAME. The name of this chapter is THE SAN DIEGO CHAPTER of the CALIFORNIA NATIVE PLANT SOCIETY.

Section 2. PRINCIPAL OFFICE: The principal office for the transaction of the business of this chapter is hereby fixed and located in the City of San Diego, County of San Diego, State of California. The Executive Board of this chapter is hereby granted full power and authority to change said principal office from one location to another in said county.

ARTICLE II

Section 1. MEMBERSHIP: Any person interested in California native plants is eligible for membership in this chapter. Membership is subject to approval by the state board of directors of the society.

Section 2. VOTING: Each member shall be entitled to one (1) vote on any question requiring a vote of the membership of the chapter. The right to vote of a member that is not an individual shall be exercised by an individual designated in writing by the member as the member's official delegate.

Section 3. QUORUM: The presence of twenty (20) members at any general meeting of the membership shall constitute a quorum for the transaction of business.

Section 4. OTHER REGULATIONS: All other regulations regarding memberships shall be as those of the parent society.

ARTICLE III

Section 1. DUES: Dues shall be fixed according to the manner of the parent society, Article A-2.

Section 2. CHAPTER DUES: The chapter, may, upon approval of the chapter membership, assess chapter dues in the manner and amount to be determined by a vote of the membership.

ARTICLE IV

Section 1. EXECUTIVE BOARD:

A. The Executive Board of this chapter shall consist of eleven members, each elected to a two-year term of office. In order to provide continuity of leadership within the Executive Board,

election of members of the Executive Board shall be staggered, with six members elected in even-numbered years, and five elected in odd years.

B. The duties of the Executive Board include:

- (1) Provision of fiscal oversight and accountability;
- (2) Establishing policies to fulfill the duties of the Board;
- (3) Develop the Chapter's strategic plan on a regular and periodic basis;
- (4) Fully execute the strategic plan on a regular and periodic basis;
- (5) Insure adequate resources to meet the needs and mission of the Chapter;
- (6) Develop a program to insure a steady supply of qualified leaders to meet the Chapter's needs; and
- (7) All other duties normally and customarily associated with an Executive Board for a California public benefit corporation.

In addition, the Executive Board carries the fiduciary duties for the activities of a nonprofit organization as imposed by California state law.

Section 2. ELECTION:

A. The Executive Board Members will be elected in each year necessary as follows: Any CNPS member with currently paid dues interested in serving as a Board member may be nominated by submitting a written nomination petition to the chair of the Nominating Committee;

- (1) The chair of the Nominating Committee will mail written ballots for these positions to all Members;
- (2) Marked ballots will be returned to the Nominating Committee to be counted;
- (3) The chair of the Nominating Committee will announce the results of the elections for these positions to the Executive Board, and by publication in the chapter newsletter and posting on the website; and
- (4) Those elected will take office on the meeting immediately following January 1.

B. The Executive Board will establish fixed dates for each of the actions enumerated in clauses A (1) through A (4), provided that:

- (1) The date for announcement of winners for each year will be chosen to be as soon as practical after November 1, of such year; and
- (2) At least two (2) weeks elapse between mailing of the ballots and the closing date of the election.

C. Every member with currently paid dues who submits a duly signed written nomination petition on, or before, the then-current date for such submissions will be listed on the ballot for that year.

D. Each Member will have the right to cast a vote for up to the then-current number of open Board member's positions. The elected candidates will be those receiving the most votes, enumerated in descending number of votes. In case of a tie, then then-current Board President will cast a tie-breaking vote.

E. The term of each Board member will be two (2) years.

Section 3. VACANCIES in the Executive Board. Membership in the Executive Board shall terminate when the office held is vacated for any reason. An office shall be judged vacant after three unannounced absences from a meeting of the Executive Board.

Section 4. MEETINGS: Regular meetings shall be held at any place within the county that has been designated by resolution of the Executive Board.

Section 5. SPECIAL MEETINGS: Special meetings of the Executive Board for any purpose or purposes may be called at any time by the president or, in his/her absence or inability or refusal to act, by any three (3) members of the board.

Section 6. NOTICE OF MEETINGS: The manner of giving notice of meetings, of waiver of notice, consent to action without meeting, etc., shall conform to Article B-13 of the Bylaws of the parent society.

Section 7. QUORUM: The presence of a majority of members of the Executive Board then in office shall constitute a quorum for the transaction of business. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for the meeting.

Section 8. VOTING: A motion will pass if a majority of votes cast are in favor of the motion. Each Board Member will have the right to cast one vote, unless he/she has any direct personal financial interest, in which case he/she will abstain from the vote.

ARTICLE V

Section 1. OFFICERS: The officers of this chapter shall be a president, a vice-president, a secretary, and a treasurer. The chapter may also have such other officers as may be desired by the membership.

Section 2. ELECTION:

A. Each Board Member will have the right to cast one vote for each different officer position, president, vice-president, treasurer, and secretary, but may decline to cast a vote for any particular position. The candidate receiving a majority of votes cast for each office will be elected to that office. In case of a tie, the then-current President will cast an additional tie-breaking vote.

B. Election of Board officers will occur at the first Executive Board meeting after an annual election of Executive Board members. The term of office shall be one year. Vacated officer positions will be elected from among the Executive Board as described in Section 2(a).

Section 3. PRESIDENT: The president shall preside at all meetings of the members and Executive Board and shall be *ex officio* a member of all committees. The president is the chief officer of the Chapter and shall act as the chair person of the Executive Board. The president performs,

or ensures the performance of, the following duties:

- (1) Organize, facilitate and chair all meeting of the Executive Board, including setting the agenda and seeking input from the Executive Board on what should be included;
- (2) Ensure the effectiveness of the Board Committees; and
- (3) Fulfill any other duties as may be prescribed by the Board of Directors.

Section 4. VICE PRESIDENT: The vice president fulfills all duties of the president in case of absence, disability or removal of the president, and performs, or ensures performance of, the following duties:

- (1) Provide support to the president to help make her/his job manageable and effective;
- (2) Chair the Nominating committee, and certifies the results of the election of Board members and officers; and
- (3) Fulfill any other duties as may be prescribed by the Executive Board.

Section 5. SECRETARY: The secretary has overall responsibility for all record keeping for the Chapter. The secretary performs, or ensures the performance of, the following duties:

- (1) Record officially the minutes of all proceedings of the Executive Board meetings and actions, and have such minutes distributed to the Executive Board;
- (2) Provide notice to the Executive Board of all Executive Board meeting and actions;
- (3) Authenticate and maintain files of the records of the Chapter;
- (4) Keep or cause to be kept a file of all correspondence;
- (5) Keep or cause to be kept, a roster of all members;
- (6) Fulfill any other duties as may be prescribed by the Executive Board.

Section 6. TREASURER: The treasurer performs, or ensures the performance of, the following duties:

- (1) Keep full and accurate accounts of all financial records of the Chapter;
- (2) Deposit or cause to be deposited all monies and other valuable effects in the name and to the credit of the Chapter in such depositories as may be designated by the Executive Board;
- (3) Disburse all funds as authorized by the Executive Board;
- (4) Develop reports as to the financial condition of the Chapter, and distribute such reports to the Executive Board and other parties as required by law (California Corporations Code Section 6321);
- (5) Make reimbursements to members for expenses as agreed upon by the Executive Board;
- (6) Upon reasonable notice, make financial records available for inspection by any Board Member; and
- (7) Fulfill any other duties as may be prescribed by the Executive Board.

Section 7. VACANCIES: Vacancies occurring at times other than the end of a term shall be filled by a vote of the Executive Board. An officer thus elected shall hold office for the unexpired term of his predecessor and until his successor is elected and qualifies.

ARTICLE VI

Section 1. COMMITTEES: The Executive Board shall appoint committees or committee chairpersons, standing or temporary, as may from time to time be deemed advisable, necessary, or convenient to accomplish the purposes of this chapter, e.g. Conservation, Field Trips, Newsletter, or Publicity. The powers, duties, and the length of terms of the members of such committees shall be prescribed by the Executive Board. The powers, duties, and the length of terms of the members of such committees shall be prescribed by the Executive Board. Committee chair persons may select committee members from among the general membership of the Chapter. Public positions of committees must represent the positions agreed upon by the Executive Board. Committee chairpersons are responsible for keeping the Executive Board apprised of its activities. Committee chairpersons will forward copies of all public correspondence in which a position is stated (e.g. letters to agencies) to the Secretary.

Section 2. COMPOSITION: Committees may be chaired by members who are not Board members.

Section 3. VACANCIES: Vacancies in the membership of any committee may be filled by the president or the committee Chair, subject to the approval of the Executive Board.

Section 4. RULES: Each committee may adopt rules for its own government not inconsistent with the bylaws of the parent society or with the bylaws of this chapter.

ARTICLE VII

Section 1. MONIES: All funds derived from any source by any person or group of persons acting under or through the auspices of this chapter shall be turned over into the custody of the treasurer. All checks, drafts, or other orders for payment of money, notes, or other evidences of indebtedness, issued in the name of this chapter or payable to this chapter, shall be signed and endorsed by the Treasurer and one other member of the Executive Board who is authorized in writing to do so.

Section 2. CONTRACTS: Unless so authorized in writing by the Executive Board, no officer or agent shall have any power to bind the chapter by and contract or engagement or to pledge the credit of the chapter to render it Liable for any purpose or any amount. The Executive Board may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the chapter, and such authorization may be general or confined to specific instances.

Section 3. SOLICITATION OF FUNDS: This chapter or anyone acting under or through its auspices shall not solicit funds for any purpose other than the furthering of the objectives for which this chapter is organized. No person or group of persons shall solicit funds in the name of this chapter unless expressly authorized in writing to do so by the Executive Board.

Section 4. GIFTS: The Executive Board may accept on behalf of the chapter any

contribution, gift, bequest or devise for the general purposes or for any specific purpose of the chapter.

Section 5. DEPOSITS: All funds of the chapter shall be deposited from time to time to the credit of the chapter in such banks, trust companies, or other depositories as the Executive Board may select.

Section 6. COMMITMENTS: No commitments, by any member or officer, orally or in writing, to spend funds, to sponsor any project, to provide any service, or to pledge the good name and credit of this chapter for any purpose, shall be made without the express written authorization of the Executive Board.

ARTICLE VIII

Section 1. AMENDMENTS: These bylaws may be altered, amended or repealed, and new bylaws may be adopted, by a majority of the members of the chapter, subject to notice and ratification, as provided and authorized by law. A notice to the general membership of proposed changes to bylaws shall be made in the chapter newsletter preceding the meeting at which voting will take place. A copy of the proposed amendment or bylaws shall be included in the notice of meeting given to each member.

**APPENDIX 2.
CNPS
CLAIM FOR
REIMBURSEMENT**

Mail to: CNPSSD Treasurer
C/o San Diego Natural History Museum
P. O. Box 121390
San Diego, CA 92112-1390

DATE _____

Claim Submitted by: _____

Mailing Address: _____

City: _____

Phone No. _____

Make Check Payable to: _____

Charge to CNPS Budget for(i.e. conservation, outreach, etc..) _____

If you're not the committee chair for this budget has the committee chair approved expense

(Y/N) Or is this expense a board approved action, if so please write date of board approval _____

DATE	DESCRIPTION	AMOUNT
	Total	\$ 0.00

Below is for accounting purposes only

Date Paid: _____

Check # _____