



THE WACO BOARD TEAM HANDBOOK

*The Board Member's Guide
to Visionary Leadership*

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W elcome to your new job as a member of The Wisconsin Association of Campground owners nonprofit Board of Directors.

It is distinctly an ***honor*** to be elected to this position. You'll set the direction for your industry. By electing you, your peers have said they believe you have the skills to do that.

It is a very heavy ***responsibility*** to be given this position on the board. You'll Govern the expenditure of thousands of dollars and be responsible for many more thousands of dollars of assets. Those who elected you have trusted you with their property.

What a ***privilege*** it is to sit in a seat so powerful that you make decisions that affect the lives of so many people now and many more that will benefit far into the future.

But being a board member is not all honor, privilege, and fun times. It's ***hard work*** and sometimes you'll have to look hard to find the rewards for your efforts. A major factor that makes the job so tough is that board members rarely come to the job well prepared to do it.

Board members come to the job with the best intentions, but good intentions are not enough. Humans are not born with the knowledge and ability to be good board members.

Board skills are acquired and must be learned. Honed to a sharp edge and regularly updated.

You have two major challenges facing you as a board member. The first is to do the task of governing this organization. You'll plan, monitor issues like finance and services, evaluate the progress of the organization and a hundred other things to keep this organization viable and moving.

But the second major task is equally important. You have to become a part of the board team and keep that team functioning at optimum level. If you and the other board members don't do a good job of building and maintaining your skills of teamwork and good boardsmanship, you'll not be able to accomplish the first task—governing the organization well.

The intent of this handbook is to help you with that important boardsmanship maintenance part of your job.

**LAURIE ADAMS****Secretary, Membership Services Committee, 2018-2024, 2nd Term**Baraboo Hills Campground | 608-356-8505 | camp@baraboohillscampground.com

Laurie currently owns and operates Baraboo Hills Campground with her husband Greg and two boys, Trent and Trevor. Laurie began working in campgrounds in 2004 as a reservationist and 10 years later she and Greg purchased the campground. She left her job with Baraboo School District as a school nurse and Greg ended his 27-year career with Sysco Foods to take this life-changing leap. Laurie was elected to the WACO Board in 2018 and serves on the Membership Committee. Baraboo Hills has 50 seasonal sites, 42 rental units and 68 overnight sites for a total of 160 sites. Baraboo Hills has been a WACO member for 20+ years. Laurie enjoys working with the WACO members and helping organize the WACO Fall Tours with the Membership Committee.

**MARK STEFAN****Director, Membership Services Committee, 2018-2024, 2nd Term**Grand Valley Campground | 920-394-3643 | mark@grandvalleycampground.com

Mark owns and operates Grand Valley Campground with his family Joan, Brad, Ben and Jackie. Grand Valley Campground has 221 sites and is located in Kingston WI. Mark grew up in a family business with his parents owning Stefan Auto Body. He worked at Stefan Auto Body until he was 18. He then went into manufacturing for 24 years. In 2005 Mark and Joan purchased Grand Valley Campground. Mark enjoys hunting, fishing, cars, and working at the campground. Mark grew up camping with his family and enjoys camping with his family to this day.

**SCOTT GRENON****3rd Vice President, Finance Committee, 2019-2022, 1st Term**Tunnel Trail Campground | 608-435-6829 | scott@tunneltrail.com

Scott & his wife Julie are owners of Tunnel Trail Campground and have volunteered with WACO for 20 plus years. Scott served on the WACO Board of Directors for 2 years and his family has been in the camping business for 50 years. He has been very involved in WACO events from Fall workshops to legislative issues. Scott brings a wealth of history in both the association and the camping industry. He is excited to work for WACO to see our industry continue to thrive.

**PATRICIA (TRICIA) LOMBARDO****Director, Advertising Committee, 2019-2022, 1st Term**Works with multiple ELS Campgrounds | patricia_lombardo@equitylifestyle.com

Special skills: Coaching, mentoring, construction management, financial planning & analysis, marketing, park operations. Tricia has extensive experience constructing and operating commercial real estate assets ranging from elementary schools through high rise buildings. For the past four years she has been a member of WACO and Senior Regional Manager at Equity Lifestyle Properties, overseeing a portfolio of 16 manufactured housing communities and 15 campgrounds – 9 of which are located throughout Wisconsin.

**BRIAN HUTH****Director, Finance Committee, 2020-2023, 1st Term**Camping in the Clouds/Mine Shaft Bar and Grill | 920-422-4315 | brianhuth22@yahoo.com

Prior Town Board of Goodman Supervisor, Certified Restaurant Manager, Certified Pool and Spa Operator, 10 years Food and Beverage Director. Campground is 73 acres in size, 50 sites and 2 cabins currently, 8000 Sq. ft. Bar, Restaurant and Heated indoor pool. Northeast region of Wisconsin. Married to wife Tracy and 4 daughters, Nicole, Maison, Alexis and Mieka. Previous owner of Lake Hilbert Campground in Marinette County. Member of WACO for a total of 7 years. Looking for the opportunity to help and assist new owners of campgrounds to get started and the continued networking with existing campground owners to expand and learn as much as possible about the industry.

**SARAH KRAUSE*****Director, Advertising Committee, 2021-2024, 1st Term***

River's Edge Campground | 715-344-8058 | camp@riversedgewisconsin.com

I have been the manager of Rivers Edge Campground for going on 4 years now. Before taking on the responsibilities of running a campground I had owned a bar in Stetsonville, WI called the Roost bar and Crazy Cow Grill. Prior to that adventure I had spent my whole life in customer service. I am the longest running employee of a bar in Weston, 29 years this year (I do still moonlight there to keep my title) have owned a clothing boutique, managed 2 motels, and sold insurance. I love hospitality and customer service, I thrive on making people smile. I also currently am on the board for our local Bowl for Kids Sake. I enjoy running fundraisers and large events. I enjoy WACO and all it has to offer and would love to be a part of helping it continue to grow and help others grow.

**DENEEN PETERSON*****Director, Membership Services Committee, 2021-2024, 1st Term***

Stoney Creek RV Resort | 715-597-2102 | info@stoneycreekrvresort.com

Deneen started her campground career in high school working the front desk at Jellystone in Warrens. She worked her way up to management in 4 short years. Over her 25+ years at Jellystone, she worked as Operations Manager and was monumental in growing the recreation program, developing a large successful retail store, and running day-to-day operations at a 1,000 site campground. In 2014, Deneen along with her husband, Brian, and mother, Joyce, purchased Stoney Creek RV Resort in Osseo, WI. Deneen owns and operates Stoney Creek RV Resort with her family, Brian, Joyce, daughters Tia and Amber, son-in-laws John and Josh, and grandson King Roy. She is excited to be welcoming her two new granddaughters this spring too! Stoney Creek has 200 sites and is currently undergoing an expansion to include additional RV sites, year-round cabins, swimming pond with inflatables, beach and new snack bar. Deneen has always loved the campground industry and enjoys working side by side with her family. As a member of WACO for over 30+ years, she is excited to share her knowledge and passion with the industry.

**JIM BUTTON, CPO, OHE*****Treasurer, Finance Committee, 2021 ARVC Representative***

Evergreen Campsites & Resort | 920-622-3498 | evergreencampsites@gmail.com

Jim Button has fulfilled his childhood dream of operating and owning Evergreen Campsites & Resort. Jim has been in the industry for 40+ years and has owned Evergreen Campsites & Resort for 22 years. Jim is very passionate about the industry and is an advocate for his state association (WACO) where he currently serves on the BOD. He attends and teaches at conferences, and participates in fall tours and workshops. Jim is also an advocate for his national association (ARVC) where he has participated in advocacy day on the hill, attends and teaches at national conferences, graduate from the OHEP program, OHE certifications, 2017-2018 ARVC Large/Mega Park of the Year, and 2017-2018 ARVC Campground Partner Award. He is also active on the National Group 20 #4 for the past 10 years. This group is devised of campgrounds throughout the USA striving to be the best they can be. Jim does not do this alone he is married to Dawn Button and has four children: Emily, Joey, Ricky, and Rebecca who have started to join the family business. Jim also is an active volunteer firefighter for Saxeville.

Ongoing development activities should be part of the plan for every board and every board member. Attend state and national conferences; take part in board workshops and read pertinent literature.

There is no such thing as knowing all you need to know about this complex job of governing this complex corporation.

Learn that this job deserves your very best effort. You must do the job in the most professional manner possible. You have volunteered for the job, and the reward is only personal satisfaction of a job well done, and knowing you have made a difference.

But the governance of the organization demands the best job you can do. If you can't offer that, you should let someone else have your seat at the table.

HOW NOT TO BEGIN YOUR BOARD CAREER

If you're looking for ways to freeze yourself out of the board team, here are a few suggestions that will guarantee that:

- Talk too much and listen too little
- Publicly criticize a board decision you did not support
- Ignore advice from fellow board members
- Show that you have all the answers for every issue
- Refuse to change your mind on any issue, no matter what the evidence
- Refuse to compromise
- Leak information from a closed board session
- Fail to prepare for board meetings
- Ridicule board decisions made before you came on the board

OPERATING IN THE BEST INTEREST

The organization you serve is not the typical type of business. It belongs to the "third sector," a nonprofit corporation that provides a service to the industry.

As a tax-exempt nonprofit, your organization must operate in the public interest just as other nonprofits. Any profit your corporation makes must be used for additional service. Your corporation does not pay dividends or interest to shareholders.

The mission of a for-profit organization is to make a profit. The mission of the nonprofit corporation is to serve people. In fact, the nonprofit frequently undertakes projects and programs that are not strictly economically viable, but are important and necessary to those you serve. The decision to undertake those projects and programs is based on the bottom line of service, not a bottom line of profit.

AS A BOARD MEMBER, YOU HOLD A TRUST

By law, a nonprofit organization must be governed by a board of directors or trustees. Each board member has a legal and moral obligation to ensure that the organization operates in the best interest of those you serve.

The board must:

- Govern the organization's resources
- Maintain, develop and expand programs/services for those you serve.
- Ensure the perpetuation of the organization
- As a board member you have been given a fiduciary responsibility to act in good faith and in the best interests of the organization. You have an obligation of loyalty and duty to uphold the integrity of the nonprofit organization.

Even though you may have served on other nonprofit boards, this one is new. New board members should be cautious about pushing to do things on this board according to previous board experience. Yes, this board needs new perspectives, but at least the first few meetings should include more pondering than pontificating for the new board member.

There is potential for great strength and power when influential community leaders come together on the board to govern a nonprofit. It is the beauty of bringing leaders with diverse personalities and perspectives together to govern the nonprofit also creates a beast of sorts.

How do you make one team with one voice out of these many diverse voices? You do it by each board member making a special effort to understand and fit into the team effort. No matter what perspective you bring to the board, your first personal goal should be to attempt to fit into the team structure.

Being a part of the team does not mean giving up your personal views and goals, but rather attempting to find a way to mesh your goals with the goals of the other board members. It also means forming new team goals to which all board members subscribe. WACO accomplishes this via conducting Personality Styles training with the Board of Directors upon them having new members.

ONLY THE TEAM HAS POWER AND AUTHORITY TO ACT

In a very legal sense, the only way individual board members can exercise authority is by making decisions together. Individually, outside the board meeting, a board member has no legal authority to act for the board or make any decisions for the board. So it is essential that individual board members be able to act as a team if any decisions are ever to be made.

In addition, your loyalty can no longer be to special interest groups, or any particular segment of the organization, but it must be to the team and to the whole community. Your duty is to be comfortable enough with each board decision that you can support the team's decisions for the WACO family.

You may have been elected from a particular geographic area or you may have been elected because of your position or support for a particular issue. No matter what reason you were elected to this board, your loyalty must be to the team effort that serves the best interests of those you serve—not to the special interests of those who helped put you on board.

There may be times when decisions you're asked to make for the organization will come into conflict with decisions you have to make as a member of another board. The solution is the same. Your loyalty is to this board. If you cannot accept that principle, you should seriously consider removing yourself from this board.

THE EXECUTIVE DIRECTOR IS MEMBER OF THE BOARD TEAM. HOW IT WORKS WITH SEVERSON & ASSOCIATES & THE GILBERT BROWN FOUNDATION.

There is one nonvoting member of your board team—the executive director of your organization. The relationship between the board and the executive is not the typical employer / employee relationship. The executive / board member relationship is one of high trust and cooperation. The executive is such a vital resource to the board's work that he / she must sit at the board table and take part in all deliberations as a team member. In our case Severson & Associates is hired by the Wisconsin Association of Campground Owners. The management company, Severson & Associates, is directed by the Board President, who collects the direction given by the board to instruct the President of Severson & Associates on what tasks must be accomplished. All direction is given to the President of Severson & Associates and not directly to the staff of Severson. Severson & Associates is responsible for the day to day operation of the WACO organization, along with other duties as assigned by the Board of Directors.

The Gilbert Brown Foundation is a 501C3 that WACO supports as a charity of choice and Gilbert Brown personally is a Wisconsin Association of Campground Owners supporter. Wisconsin Association of Campground Owners does not pay Severson & Associates for any work associated with the Gilbert Brown Foundation.

YOU CAN BE A BOARD TEAM BUILDER

Listen to fellow board members. You have to know where they're coming from to be able to fit your goals with theirs.

Explain our position on issues very clearly so fellow board members understand where you're coming from.

Listen to understand your fellow board members positions, also. Help clarify team member's ideas.

Make friends with fellow board members. Get to know them on a level other than the official board meeting level.

Some board responsibilities cannot be delegated to others. However, a great deal of the work of the board must be delegated to a professional manager who has the skills and abilities to do the job.

Keeping in mind that the board is responsible for everything in WACO, and looking at this delegation by the board in the purest terms, can be said that:

The executive's only job is to help the board members do the board's job.

That sweeping delegation of management authority from board to paid executive to manage the nonprofit and then doing nothing to interfere with that management except to monitor is one of the most difficult things you will do on this board. This confusing issue of how much the board does and how much the board delegates to someone else to do is the greatest cause of conflict on any nonprofit board. The reason for that is the impossibility of clearly defining what the board should do and what they should delegate to the executive.

There are several ways you can deal with this confusion and keep things in perspective: Do not look at this as a turf battle between the board and the executive. The board and staff must always function as a team and each team member has assignments. This is an issue of determining who does what best and then allowing that segment of the board team to do the job without interference from the other parts of the board team.

The board members' duties can be defined loosely as dealing with issues that affect the whole organization. The board sets parameters of how the system will operate.

The executive's duties can be defined as developing and carrying out the functions of managing the organization within the parameters set by the board.

There are very few activities of the board team that every segment of the board team isn't involved in somehow. For example, it is the board's job to establish an annual budget for the organization.

Communication is the best prevention of confusion and conflict. Board members and executive must feel free to discuss any issue. All parts of the board team must feel free to express concern about who does what job.

The board never gives up ultimate authority for everything and everyone in the nonprofit.

EXAMPLES OF DEFINING WHO DOES WHAT ON THE BOARD TEAM

The board delegates staff Management to the executive, but the board controls levels of staffing by approval of the budget. The auditing process is done in this way:

- Data entry is done by Severson & Associates Staff
- The auditing of those entries', balancing the account and QuickBooks reconciliation is done by CSAW accounting firm who comes to the office on a weekly basis.
- The Board reviews the financial information.
- The books are audited and taxes done by Hawkins Ash Accounting

The board approves bids for major purchases, but the executive recommends the bid be accepted and actually makes the purchase. The board is responsible for making a long range plan for the organization, but the executive will make recommendations and act as a resource through the planning process. WACO works through Severson & Associates to conduct the strategic planning session as they do the strategic planning for most of the other State Organizations.

The board approves a budget amount for staffing, but the executive determines the level of staffing necessary and what the staff will actually do through Severson & Associates in the case of WACO.

CONSIDER THIS...

Are you wearing the right hat?

Board members always have two hats they can wear, and it's important to wear the right hat at the right time.

The first hat is the official board member hat. It indicates your authority to act as a governor of the organization. You wear this one when working in official session with the rest of the board, or when the full board delegates authority to you to speak for them, sign documents or take other action on behalf of the board outside the meeting.

A PLAN FOR PLANNING

Long-range planning must be much more than an informal discussion among board members about what the organization ought to be doing in the years ahead. Good planning that will set definite goals has to follow a very orderly and formal process. You should expect to be involved in at least one significant long-range planning meeting per year. During this meeting you will help write a long-range plan or modify a previously established plan.

You should be ready to merge your personal goals for the organization with the personal goals of the rest of the board team. You should also be ready to work for a consensus with the rest of the planning team about the goals you will set. An organization must have one set of long-range goals to shoot for.

THE BOARD ALSO DOES SHORT-RANGE PLANNING

The executive is generally responsible to write a short-range plan that explains how executive and staff will work on the board's long-range plan this year.

The board also writes a short-range plan that outlines what the board's work will be this year. In other words, the board should—the ways they want it to run. It's your job to keep an eye on the progress of the organization for WACO.

Of course, you can't watch every detail and every activity that takes place in the organization because that would be a full-time job. The board member's responsibility is to monitor and evaluate "bottom-line" results.

For example, you cannot and should not be in the office every day monitoring the work of the staff. But you can measure the effectiveness of the staff by looking at the progress made on the long-range plan and the executive's annual goals. That's bottom-line evidence of what the work staff is doing.

You will monitor and evaluate many things as a member of the board, but there are a few major ones—finance, executive effectiveness, progress towards the mission and the long-range plan.

THE BOARD MONITORS FINANCE

Finance is one of the most difficult items you will have to monitor and evaluate, but it doesn't have to be an overwhelming task. You don't have to be an expert in corporate finance to do a good job. Begin your monitoring with careful attention to the budget. The budget is the board's financial plan for the organization and deserves plenty of your attention.

Board members must ask questions necessary for them to gain a reasonable understanding of the financial plan—basically, where is the money coming from, where will the money be spent, and does the spending make the board's priorities. Monthly financial reports to the board are the windows you use to monitor how well executive and staff are following the financial plan the board approved when they voted on the budget. If you don't understand the reports, ask the executive for explanation.

You don't have to know everything about finances; just enough to assure yourself that the money is coming and going out according to your budget plan. Financial reports will cover both the revenue side of the budget and the expense side of the budget. WACO has a 4 tier process in the audit process, unlike any other State Association in the Campground Industry. On the expense side, you should understand what was budgeted, what has been expended to this point, the variance between the spending plan in the budget and what is actually being spent, and the reasons for the variances. Same goes for the revenue side. How much money did you anticipate at this point in the budget year? What has actually come in? What's the variance? What's the explanation for the variance?

SOME INEFFECTIVE WAYS TO MONITOR FINANCES:

Reviewing a list of the bills paid.

This is time consuming for the board and fails to look at the big financial picture which is really the board's job.

A finance committee.

The full board is responsible for the financial integrity of the organization and a committee should be used only to help the full board understand the financial picture. A committee cannot do the job for the board.

Board members signing checks.

This may be a good check and balance system, but it is not adequate as a financial monitoring system because it does not provide a view of the big picture of the organization's finances.

THE BOARD MONITORS THE EXECUTIVE DIRECTOR

When using your expertise, be cautious not to misuse your power as a board member to pressure the executive to staff to accept your help. The bottom line—A real expert knows the answers, but also knows when to offer those answers.

“THE BOARD’S JOB IS TO SET POLICY”

Ask any board member to define the board’s job and you’ll likely hear, “The board’s job is to set policy.” Ask for a definition of a policy, and you’ll probably get no more than a confused look.

To do your board member job well, you must understand policy because that’s where you’ll be spending your time—making policies, wrestling with policy issues, interpreting policies, monitoring policy effectiveness, enforcing policy, setting direction for the organization through policies, and protecting yourself and the organization through a good set of policies.

A good set of written board policies...

- Informs every one of the board intent, goals, and aspirations.
- Prevents confusions among board members, staff, and the public.
- Promotes consistency of board action.
- Eliminates the need for instant (crisis) policy-making.
- Reduces criticism of the board and management.
- Improves public relations.
- Clarifies board member, executive, and staff roles.
- Gives the executive a clear direction from the board.

Policy is a written statement of the process and procedures for handling a specifically defined issue.

Just entering a motion into the meeting minutes that says the board will follow a particular direction *is not* policy. Relying on board tradition to be board policy *is not* enough. Determination of how the board handled an issue the last three times *is not* policy.

Board policy is a carefully designed, written general statement of direction for the organization, formally adopted by a majority vote of the board at a legally constituted board meeting.

BOARD POLICY IS NOT...

Your bylaws are not your board policies. Bylaws are a higher and more permanent set of guidelines for how the board will operate. They are usually harder to change than board policies and do not cover the broad scope of how the organization will operate. Board policies are not laws. There is little need to repeat in board policy those statutes that already have the force of state or federal law unless the board policy spells out some special manner in which the board will implement or comply with a law. For example, if state law prescribes when your fiscal year will begin, there is no need to repeat that law in a board policy. A board should “develop” policy and not just “write policy. Good policy grows out of a lengthy process of studying the issues and needs, gathering facts, deliberating the issues, writing the policy, and reviewing it annually.

DEVELOP POLICY STEP BY STEP

Let’s look at policy development step by step.

1) **Identify the need.** Unfortunately, many board policies are a result of a problem or even a crisis rather than a result of careful planning and foresight. A good way to identify need for particular policies is to anticipate problems and write policies before the problems occur. Study the policy manuals of other organizations. Watch what’s happening with other similar organizations in the state and nationwide. If an organization similar to yours ends up in litigation, your organization should review your own related policies. Learn from the mistakes of others.

2) **Gather the facts.** Most policies will grow out of recommendations from management. Your executive knows the trends, problems, and issues that demand policy statements from the board. Depending on the nature of the policy, you may want to ask for public / member input, seek legal counsel or even hire a consultant to help you develop a policy.

3) **Deliberate the issue.** This is where your perspective as a representative of your community / membership comes into play. You know industry standards and industry needs.

Careful deliberation of a proposed board policy should include several considerations:

Sorting out who does what on the management / governance team is about as tough as it gets for board members and management. There is built-in potential for conflict that needs constant attention.

From the board's point of view, delegating is hard because you're giving up some things you know are your responsibility and liability. Delegating is hard.

You should know that the executive also chafes under the delegation process. The executive is into the operation day after day, and knows all the ins and outs of the business. But the executive does not have free reign. Once a month the board comes in and needs to know all that's gone on. The professional must ask the amateurs for direction and permission about a whole variety of issues that affect the management of the organization. Working under delegated authority is hard.

The only way it can all work is for the board to hire an executive who is in sync with board philosophy, who accepts the management / governance division, who can be trusted and who respects the board's responsibility. Then you must have a system that allows board and management to freely discuss and sort out the who-does-what questions.

THE BOARD DELEGATES DAY-TO-DAY MANAGEMENT TO THE EXECUTIVE

The executive is charged with virtually all of the day-to-day management and must be clearly understood by both staff and board to be the authority in matters of routine management.

The executive is responsible to:

- Implement the policies of the board.
 - Represent the organization in negotiations, public relations and other public events.
 - Hire, direct, supervise, educate, evaluate, and discipline all line staff.
 - Prepare the annual budget for approval by the board.
 - Manage the finances of the organization.
 - Oversee the organization's assets.
 - Plan the annual operations of the organization to fit into the long-range plan.
 - Report to the board the results of the board's actions.
 - Remain current in management techniques and what's going on in the organization.
 - Prepare an annual report of the progress of the organization and submit it to the board.
- Market for the Industry and the organization
Educate members on the industry and the organization

THE BOARD PRESIDENT

Someone has to be the board's leader and that is the board president. The job description for the president is relatively simple, but the job can be complex. First of all, the board president must be understood to have no power beyond that of any other board member unless the full board has granted that power to the president, such as managing board meetings, speaking to the public on behalf of the board or signing contracts and checks on behalf of the board.

Any power exercised by the board president must first be granted by the full board in policy or in commonly accepted and understood practice of the board.

Traditionally, the board president has several duties:

Planner—the president works with the executive to plan the meeting agenda as well as the manner in which the meeting will be conducted. The president keeps an overall view of the board year and ensures that the board is completing duties mandated by board policy or by law.

Facilitator—the president's job must be viewed as more of a facilitator than a controller of meetings. The president begins the meetings on time, directs the board through the agenda, and attempts to adjourn the meeting on time.

Delegator—the president traditionally has the power to appoint board members and others to committees with board consent. To do that, the president must have a clear understanding of each board member's skills, strengths, and interests so that appropriate assignments can be made.

- 9) The board president's powers include...
- 10) The five responsibilities of the board president include...
- 11) The three most important qualifications for serving as a board officer are...

JARD COMMITTEES—MAKE THEM WORK

The many and complex issues with which your board will be working cannot always be handled efficiently by the full board. Many of those issues may be handed to board committees for study and recommendations to the full board.

As some time in your service on this board you probably will be asked to serve on at least one committee and need to understand the nature and purpose of committees.

Committee work is a good place for you to offer any special expertise you may have, but service on committees is not limited to experts in the committee subject. Committee service is a good way for you to learn more about the organization by focusing on special issues.

Often some of the committee members are selected for people outside the board so that additional expertise can be utilized by the board through the committee. Involving non-board members also builds ownership for the nonprofit's mission and opens a new avenue of communication with the community.

COMMITTEES HAVE NO POWER OR AUTHORITY

Whatever the name or type of committee, the only purpose of that committee is to extend the work of the board. Committees are not autonomous groups with loose connections to the board, but are simply extensions of the board and always responsible to the full board.

Committees have no power or authority beyond what is granted to them by the full board. The only action committees can traditionally take is to study an issue assigned by the full board and make recommendations to the full board about the assigned issues.

COMMITTEES ARE ACCOUNTABLE TO THE FULL BOARD

If your committee system is well defined and controlled, and the committees are being held properly accountable, you will receive regular reports from each committee. The committee reports will explain what the committee has been doing for the board and make recommendations for board action.

Board members not on the committee should feel free to ask questions and get clarifications from the committee members, but avoid repeating the work the committee has already done. The purpose of the committee is to save time for the full board. If the full board repeats the committee discussions after the committee reports to the board, the board has not saved time, but rather doubled the time spent on the issue.

TYPES OF COMMITTEES-WACO COMMITTEE INFO INSERT. HERE SEE ??

Your board may already have standing or permanent committees that are described in the bylaws of the organization and function year-round. As certain important issues arise, the board may also appoint temporary or "ad hoc" committees to study those issues for the board.

At times, the board may meet as a committee of the whole. The difference between meetings of the board as a committee of the whole adds a regular board meeting is that the board is focusing on one subject in the committee mode.

Regular board meetings do not allow time for extensive discussion of one issue, so the board meets as a committee of the whole to give itself that time for in-depth discussion. Formal action on the issue will usually be delayed until the regular board meeting.

Your board may also have an executive committee, which is a committee in a class all its own. The executive committee is usually composed of officers of the board and the executive. This committee often has limited powers to act for the board in emergencies, but must have all actions ratified by the board at the next regular meeting.

YOUR RESPONSIBILITY AS A COMMITTEE MEMBER

You should approach committee meetings as seriously as you do regular board meetings. Prepare for the meetings, attend the meetings, and take part in the discussions. If you have an assignment from the committee, complete it in a timely manner. Remember, committees are an extension of the board.

The legislative subcommittee along with the WACO lobbyist (if one) shall assure that members views on relevant issues are communicated to and acted upon by various federal, state and local legislative, regulatory and executive agencies.

The Legislative subcommittee along with the WACO lobbyist (if one) will work for the adoption of sound federal, state, and local creation policies. To represent the private campground industry, to regulatory bodies, and to provide assistance to state associations, individual campgrounds and others dealing with federal, state and local government issues and actions.

The Legislative subcommittee along with the WACO lobbyist (if one) will be responsible to recommend necessary policies, programs and actions to the Board of Directors. The subcommittee and lobbyist will help in monitoring emerging issues for possible impact on the camping industry and to communicate to the general membership its policies, programs and activities.

The Legislative chairperson is responsible for assisting in obtaining a WACO lobbyist and involved in lobbyist contract negotiation.

The Legislative chairperson is responsible for interfacing with the WACO lobbyist and communication of lobbyist activity to the board and membership.

The Legislative chairperson is responsible for involvement in important legislative hearing and meetings on behalf of the association.

The Legislative chairperson shall file quarterly reports with the Wisconsin Ethics Board to report WACO lobbyist time and association member time on state legislative bills of interest to the association.

The Legislative chairperson shall give a verbal report at the annual meeting.

POLITICAL ACTION COMMITTEE

The WACO-Pac (Political Action Committee) treasurer receives and deposits all PAC donations. The WACO_PAC treasurer must file reports with the Wisconsin Ethics Board to report all PAC donations



BOB WEISS
Wilderness
Campgrounds
608-297-2002

Bob and his wife Melanie are the second generation owners and operators of Wilderness Campground in Montello. Bob has been involved with campground operations since 1969, when his parents first purchased it. In which time, Bob has had a hand in its growth from 100 basic sites to 360 water and electric sites. Bob's family has been members of WACO since 1969. Bob considers WACO to be the most beneficial association his family has ever belonged to. He is very thankful to be able to give back to the organization that has meant so much to success of his family's business by serving on the board.

Bob is currently in charge of the PAC Fund on the Board as the RV representative

MEMBERSHIP SERVICE: Education....Nominating....Convention...Awards & Scholarship....ARVC

The Membership Development subcommittee is principally responsible for devising methods for recruiting new members and retaining existing members of the organization.

As an affiliated state with the National Association of RV Parks and Campgrounds (ARVC), WACO members are voting members of ARVC. An ARVC member shall represent WACO from the ARVC Region 3. If the representative is from Wisconsin, the representative should attend regular WACO board meetings and the annual convention. The representative will report ARVC accomplishments at the WACO annual meeting. WACO should receive continued correspondence from the National ARVC office.

JARD MEETINGS – WHERE THE ACTION IS

Board meetings are the place most of the board's work is done. What you do in your board meetings reflects the attitude of the board about the organization and shows how well the board team operates.

What you do in meetings usually make a difference between an effective or an ineffective organization. Poor meetings can alienate staff, damage the board team, waste everyone's time, cause turmoil, and actually hamper the effective operation of the organization.

EVERY BOARD MEMBER IS RESPONSIBLE FOR GOOD MEETINGS

A primary function of the board president is to run the meetings and keep the board moving toward good decisions.

However, it is no less each board member's responsibility to:

- Attend all meetings
- Prepare well for meetings
- Take part in all discussions
- Do whatever possible to cooperate with fellow board members to make meetings work
- Understand the basics of parliamentary law as well as state open meetings laws if they apply to your organization
- Know traditional meeting practices of this board and follow them
- Learn the art of compromise with other members of the team
- Learn the art of listening and merging your comments with those of other board members
- Work towards team consensus on issues before the board
- Focus all deliberations on the ultimate mission of the organization and the best interests of those you serve

GOOD MEETINGS BEGIN BEFORE THE MEETING CONVENES

You have a strong obligation to prepare well before any meeting. If each board member prepares well ahead of time, board meetings will be shorter and almost always more productive.

The agenda packet will be sent to you several days before the meeting. Read carefully the agenda and all related materials. If you have questions, call the executive for answers prior to the meeting. Holding your questions until the meeting will delay the progress of the meeting.

You should also understand what is expected of you at the meeting and prepare to meet those expectations. Which agenda items will require a vote? Which will require input from the board members even though a vote is not taken?

To make good decisions about some issues, you will often need to seek input from some of your constituents or others in the community. It is rarely safe to assume you know the community attitude about an important issue. Remember, you are the connection between the community and organization and you are elected to govern the organization for the community. You need to seek community views regularly.

EVALUATE YOUR PERFORMANCE AT MEETINGS

Even though you research issues and prepare to discuss those issues, it is unethical to decide how you will vote on any issue before the board meeting or to promise constituents you will vote either for or against an issue before the meeting. Your decision should only be made after deliberation in the meeting with other members of the board team when all sides of the issue have been explored.

Carefully scheduling your own calendar so board meetings are a priority and planning to get to meetings on time is also important. When the team is short one or more board members, there is danger that all sides of the issues will not be explored and all interests will not be represented. The board's effectiveness and productivity suffer.

BOARD MEETINGS FOLLOW ESTABLISHED RULES

MAKING MOTIONS

You can bring business before the board by making a motion. A motion is a formal request or proposal for the board to take action.

To make a motion, you simply address the chairperson and state “I move that...” and state the action you wish the board to take. Most motions require that another board member support the request by seconding the motion.

Once the motion is seconded and restated by the chairperson, the board begins discussion of the motion. Some motions do not require discussion.

By requiring a motion on an issue prior to discussion, the board discusses only those items on the agenda and stays focused and on track. When the discussion is preceded by a motion, the chairperson can insist that board members limit discussion to the motion on the table.

Motions usually come for two major sources, committee reports and executive recommendation, but board members may make motions at any time in accordance with your parliamentary guide.

After a motion is made and seconded, there should be plenty of time to discuss the pros and cons. But when discussion jumps from subject to subject and fails to focus on the issue at hand, the result will be disappointing to everyone.

The board chairperson should make sure all the issues that need to be discussed get on the agenda and board members should take all the time they need to discuss those issues. But the chairperson and all board members must work to keep discussion moving towards a decision—that’s the reason the issue is on the agenda.

VOTING

Once the motion has been discussed, the chairperson will call for the board members to vote on it. You may be asked to vote by saying “aye” (yes) or “nay” (no) in a voice vote, by a show of hands, or in a roll call vote. Your yes or no vote will be recorded in the meeting minutes.

Abstaining rather than voting “yes” or “no” on a motion before the board should be very rare and is usually appropriate only when you have a conflict of interest in the issue before the board. You are elected to express an opinion of the issues, and abstaining expresses no opinion.

Once the vote is taken, the chairperson will declare that the motion passes or fails and move onto the next item on the agenda.

EVALUATE YOUR PERFORMANCE AT MEETINGS

Use the meeting evaluation form at the end of this chapter to check yourself out on meeting performance. Then set a personal goal to improve those weaknesses at future meetings.

MEETING BLOCKERS

Meetings *don’t* need these board members:

- The **grandstanding board member** who uses the board meeting as a soapbox.
- The **silent board member** who fails to represent anyone or anything by his/her silence.
- The **NO!!! board member** who is against anything any other board member is for.
- The **purse-watching board member** whose only concern is that the board spends less money, regardless of the overall effect.
- The **single-minded board member** who burdens the board with the same issue at every meeting.

Amend a motion	"I move that this motion be amended by..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Introduce Business (a primary motion)	"I move that..."	May not interrupt speaker	Must be seconded	Debatable	Amenable	Majority vote required
Object to Procedure or to a Personal affront	"Point of Order."	May interrupt Speaker	No seconded needed	Not debatable	Not amendable	No vote required, chair decides
Request Information	"Point of information."	If urgent may Interrupt speaker	No second needed	Not debatable	Not Amendable	No vote required
Ask for vote by less Actual count to Verify voice vote	"I call for a division of the house."	May not interrupt Speaker (5)	No second needed	Not debatable	Not amendable	No vote required unless someone objects (6)
Object to consideration of Considering some Undiplomatic or Improper matter	"I object to speaker this question."	May interrupt needed	No second	Not debatable	Not amendable	Two-thirds vote required
Take up a matter Previously tabled	"I move we take from the table	May not interrupt speaker	Must be seconded	Not Debatable	Not Amendable	Majority vote required
Reconsider quired something already disposed of	"I move we now (or later) reconsider our action relative to..."	May interrupt	Must be seconded	Debatable if original motion is debatable	Not Amendable	Majority vote re-
Consider some-Thing out of its Scheduled order	"I move we suspend the rules and consider..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Vote on a ruling required By the chair ecision	"I appeal the chair's decision	May interrupt speaker	Must be seconded	Debatable	Not Amendable	Majority in negative to reverse chair's

1. The motions or points above are listed in established order or precedence. When any one of them is pending, you may not introduce another that's listed below it, but you may introduce another that's listed above it.

2. In this case, any resulting motion is debatable.

3. Chair decides

4. The motions, points and proposals listed above have no established order or precedence. Any of them may be introduced at any time except when the meeting is considering one of the top three matters listed in top chart (motion to adjourn, motion to recess, point of privilege).

5. But division must be called for before another motion is started.

6. Then majority vote is required.

THE BOARD FACES ITSELF SELF-EVALUATION

You were elected or appointed to the board and, theoretically, those people who elected or appointed you will hold you responsible for your performance. If you perform badly, you won't be reelected or re-appointed to serve another term.

But the reality is that board members are rarely held to account by anyone other than themselves for their performance.

There has to be a very serious offense before the board is taken to task or board members are pushed off the board by constituents. Sad, but true, most boards are on their own once elected or appointed.

Is it wrong to blow through a stop sign if nobody sees you do it? Of course it is! Is it wrong to miss half the board meetings if nobody says anything? Of course!

If only because no one else will do it, the board must hold itself accountable for good performance. Board members must maintain a strong sense of ethics. – doing what is right because you know it's the right thing to do.

To know if you are doing the right things right, you have to measure the board's

Do all board members participate actively in board meetings?

Does the board have a long-range plan developed by board and staff?

Priorities change, jobs change, families change, and a board member who does a good job one year may not have the time to do the job well the next year. When that happens, the board member owes it to the organization to give up the seat and allow someone else who does have the time to serve.

If you conclude that you are still right for this board, then ask how you can do the job better. Do you display a high level of commitment to board activities as well as the mission of the organization? Are you filling the board member job description? Do you have personal goals for your service on this board and are you meeting those goals? Do you participate well in the meetings? Do you still fit in well with the rest of the team?

Those are tough questions to have to ask yourself, but you're doing the organization a terrible disservice to stay on the board when you aren't doing the job as well as you could.

At the same time you're looking for problems, look for strengths. You can build a better board by capitalizing on your strengths as much as solving your problems.

It shouldn't be threatening to a board or to board members to evaluate performance. If you're really in this business for the good of those you serve, you'll want to do everything you can to do the job better.

Run through the self-evaluation checklist on the following pages. There are many items on that checklist that will help you as an individual board member.

THE BOARD EVALUATED ITSELF

Successful board teams pay attention to the process of how they operate. Just as they evaluate the progress of their organization, they must also assess the operation of the board team and determine how they can do the job better.

The following simple questions can be answered in less than 15 minutes. I recommend you use this form at least once a year, at a special board meeting or a board retreat. Discuss responses with team members and set goals to improve your board team operations.

Our board prepares to do its job by:

- | | | |
|-----|----|--|
| YES | NO | Conducting a thorough orientation for all board members. |
| YES | NO | Integrating new members into the team as quickly as possible. |
| YES | NO | Attending board development conferences. |
| YES | NO | Providing monthly board development activities for all board members |
-

Reinforcements and solutions:

In which of the major categories above does our board show real strength?

NOTES:

