

# OPERATIONAL POLICIES

## For

# ADVOCIS CHAPTERS

The following Operational Policies are designed to help define how Advocis chapters should operate and the rules that govern the leaders and members of chapters. Operational Policies, as they may be amended from time to time, outline the minimum standards and expectations of services to our individual members. The policies should continue to capture the best of our core values while providing the flexibility to enhance the members experience through cultural and geographic uniqueness and to adapt to the future needs of our members and industry.

### **CHAPTER ROLE:**

The role of the chapter is to deliver a concise set of meaningful member benefits at the local level that will supplement and strengthen the more global benefits provided to all members via our national network. The core benefits that a chapter should deliver include but are not limited to, member access to a required minimum level of professional development and educational programming, and be an effective communication conduit through which our members can learn about association business, effective membership recruiting and retention, and provide for camaraderie and relationship development among the members. These expectations should be accomplished by effectively managing and using TFAAC technical resources, and the financial resources provided through membership fee allocation or through sponsorship funds acquired.

### **OPERATIONAL EXPECTATIONS**

A chapter in good standing will provide the following minimum benefits to the geographical membership it serves:

1. **Chapter Leaders:** Elect a group of chapter leaders to form the Chapter Board by following the *Schedule - Chapter Election Preparation* found on Chapter Central where detailed position descriptions and templates for each position can also be found. The Chapter Leaders will take responsibility for delivering key member benefits to the local members of the chapter. This leadership should consist of no less than 5 and normally not more than 14 active participating members in good standing. Chapter executives consisting of less than 5 will be permitted and monitored by the Chapter Leadership Council (CLC). The individual responsibilities to be provided by Chapter leadership are outlined in Governance Policies for Advocis Chapters.

2. **Chapter Annual Meetings:** In accordance with the Governance Policies for Advocis Chapters all chapters are required to schedule and run an Annual Meeting which should occur no later than October 15 to ensure that the new Chapter Board slate is present at the Leadership Conference (typically held at the end of November). Tools and templates for running a Chapter Annual meeting are included in the *Schedule – Chapter Election Preparation*; see attachments 3 – 5 of *the Schedule – Chapter Election Preparation*.
3. **Program:** Provide a program of events that includes delivery of the annual Update. During the third quarter of each year, the CLC will confirm the program goals for the next fiscal year. In most cases, chapter members should have access to a minimum of 5 events each year (these may include social and networking activities).

Any chapter may partner with another chapter to make sure their members receive the minimum standards or services and benefits as outlined in the operational expectations above. If a partnership arrangement is struck, the chapter seeking benefits for its members from another chapter will provide financial and/or other (e.g. “sweat equity”) assistance to the chapter now responsible for providing the major programs or services. The CLC would encourage this relationship where it can provide benefits to all members. This arrangement should be reviewed often to make sure that members of both chapters are receiving full value for their association with Advocis. The Joint Venture Agreement is available for such purposes. It will assure both chapters are credited for holding an event.

4. **Financial Resources:** Manage the financial resources provided by our members and entrusted to the chapter to provide the member benefits and services noted above. At a minimum, each chapter shall run its programs on a balanced budget and monitor revenues and expenses against budget in order to achieve required chapter equity. All revenue and expense transactions must be recorded in a timely basis and no later than the final year-end closing date as determined by the TFAAC Director of Finance.

All chapters must present a budget to the CLC as directed by the TFAAC Director of Finance for consideration and inclusion in the consolidated financial budget.

The Capital Requirements for each chapter is the lesser of \$100 per member or the average of the last three years operating expenses. If a chapter experiences adverse financial results in a given year, it is expected that the deficit will be recovered with the next two fiscal years. In such circumstances, any deficit recovery plan must be reviewed and approved by the Regional Leader on the CLC and the CLC Finance Committee Chair. Deficit recovery plans requiring more than two years must be approved by the CLC.

**a. Deficit Budget Requests**

A chapter may only propose a deficit budget under the following conditions:

- i. The chapter has excess capital surplus above capital requirements and the deficit will not result in a deficit to the chapter’s capital requirements;

- ii. The purpose of the deficit must be a special project that will accomplish one or more of the following: promote Advocis, support advocacy, increase membership or enhance program delivery and membership value.

A chapter that meets both criteria i. and ii. may only run a deficit budget with the approval of the CLC.

**b. Financial Management:**

The chapter will have deposited its operational funds and Required Chapter Equity into the national concentration account and will comply with all bank statement and audit requirements as they are amended from time to time. Any surplus is to be invested as per the TFAAC-approved Chapter Investment Policy statement. (see Appendix A)

**c. Charitable Giving**

The primary role of chapters is to deliver Advocis membership services and programs to members, not to engage in fund raising activities for charities. Chapters may not make charitable donations from accumulated capital surpluses and chapters shall not enter into fund raising commitments that could result in an operating deficit for the Chapter. Donation payments must be made no later than 90 days after the date of an event or commitment.

Chapters with a current operating deficit may only engage in charitable fund raising projects with the prior approval of the Regional Leader and the CLC Finance Committee Chair.

**d. Administrative Support**

Chapters can consider contracting a paid administrator if surplus requirements can still be met with the inclusion of this expense . Such arrangements must be documented with the appropriate agreement template available on Chapter Central. To avoid any potential conflicts of interest Chapter administrators may not be a voting member of Advocis.

5. **Membership Growth:** Provide for the growth and viability of our association by attracting and retaining members of our association in the chapter area. Each chapter should have a leader dedicated to this important role.
6. **Professional Development:** Promote professional development and educational opportunities for new or provisional members to earn experience and professional designations to aid them in their quest for success in our industry.
7. **Reporting:** Complete and submit on a timely basis, reports throughout the fiscal year detailing the completion of the mandatory member benefits and services in the chapter area (i.e. meeting reports, communications to members, chapter executive minutes). This includes details about the events conducted, number of members attending events, the results of any member services provided and any other matters as our members dictate.

8. **Annual Plans:** Submit a set of annual plans outlining the new slate of chapter leaders elected, the budget for chapter operations for the upcoming fiscal year, annual program calendar and any other special reports as may be needed from time to time. These reports will be provided on the prescribed forms and within the time parameters established as they may be amended from time to time.
9. **Communication:** Deliver the prepared member updates provided to Chapter Leadership and to share with the local membership all relevant information gathered from the various communication sources. Each chapter must be represented on each of the Chair/Presidents' teleconference and the CLC Regional Leaders conference calls, regional face-to-face meetings, training calls or specific communications on special initiatives in order to keep the local membership informed. The chapter leadership will use the Events Portal to communicate all program related communications. All other communications to the full chapter membership must use the appropriate report forms which can be found on chapter central. Under no circumstances are communications to the full chapter membership to be sent to members and/or non-members from the volunteer's personal or business email address. All communications to the full chapter membership must include the standard Advocis privacy and confidentiality disclaimer.

### **NON-COMPLIANT CHAPTERS**

Members expect benefits of membership to be consistent across the country and meet minimum standards.

Member services and benefits are so vital to our long term existence that the CLC has implemented a series of actions that will be invoked should a chapter fail to meet the minimum operational expectation noted previously.

**A non-compliant chapter will be identified by the CLC regional representative and would be defined as a chapter whose leadership has failed to meet the Operational Expectations in any given fiscal year.**

1. Should a chapter fail to satisfy the Operational Expectations in a fiscal year their chapter fee remittance will be withheld as approved by the CLC.
2. Should a chapter fail to satisfy the minimum operational expectations for two consecutive fiscal years a sanction **will** be imposed. The members of the non-compliant chapter may be advised of this and the chapter funds may be held in abeyance. If the chapter executive or a group of members undertake to provide the necessary operational expectations and member benefits, they will be able to access funding after submitting their plan for member programs and benefits and a budget. It is the intention of the CLC to be supportive of these endeavours wherever possible to re-engage the chapter and its membership. If this cannot be accomplished the non-compliant chapter will be in jeopardy of losing its right to exist and another chapter may be designated to provide the necessary member benefits to the local membership.

3. Should a chapter fail to satisfy minimum operational expectations for three consecutive years; the chapter will be in jeopardy of losing its right to exist. A special letter will be released to the members of the non-compliant chapter notifying them of the situation and inviting them to a special meeting to be held in their local area with the sole purpose of discussing ways to avoid the loss of their chapter status. One or two members of the CLC may chair the meeting. Their goal will be to reintroduce the benefits of active participation in an Advocis Chapter. If they do not believe there is sufficient interest among the members to maintain a viable chapter, it is their responsibility to recommend to the CLC that the chapter be dissolved. If passed at the CLC level a motion will be presented to the TFAAC board requesting the chapter's right to exist be revoked.
4. If a chapter's right to exist is revoked, the members of the disbanded chapter will be sent a letter offering them an opportunity to join a neighbouring chapter of their choice. The members will become the responsibility of the chosen chapter and any future financial considerations will be directed to the new chapter. If a chapter receives a significant influx of new members from a dissolved chapter, (10% of their pre-merger membership total) the new responsible chapter will make every attempt to provide at least one member event in the geographical area where the new members originate.
5. Funds remaining in the dissolved chapter on the date of dissolution will become the responsibility of the CLC. The CLC will insure that legitimate debts and expenses of the dissolved chapter are paid and will allocate the remaining funds on a pro-rata basis to the chapters that have accepted members from the dissolved chapter.
6. From time to time due to compliance issues or at the request of a chapter, one chapter may be dissolved and/or merged with another. A letter from the CLC shall be sent to all members of the dissolving chapter asking for their opinion and comments on the dissolution. The CLC shall assess results and prepare a "Request to Dissolve a Chapter" that sets out the reasons for the dissolution. This request shall be presented to the TFAAC Board of Directors for approval.

The TFAAC Board shall satisfy itself that the CLC has performed due diligence to ensure all details necessary to dissolve the chapter have been met and that the chapter is no longer viable.

Members of the dissolved chapter may choose a transfer chapter other than the default.

7. A dissolved chapter can apply for chapter status after two years by complying with the TFAAC Board Policy on the establishment of chapters.

## APPENDIX A

### Chapter Investment Policy

*Know your client rule* – The Chapter's investments have a 0 risk tolerance, with no chance for loss of capital and interest

Local Chapters are required to keep one (1) year operating expense in the concentration account (interest earned daily) based on their 3 year average operating expenses as listed in the semi-annual Required Equity Report.

Each local chapter selects from one of the 7 options for investing their local chapter's excess capital.

1. Concentration Account
2. Savings account
3. 1 year redeemable Advocis GIC
4. 2 year **non-redeemable** Advocis GIC
5. 3 year redeemable Advocis GIC
6. 5 year redeemable Advocis GIC
7. Combination of options 1-6