



BOARD HANDBOOK

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INTRODUCTION

WELCOME, to the Florida Keys Council of the Arts Board of Directors or Advisory Board. This handbook was created just for you.

Please read it carefully, keep it with you when attending Board meetings or Committee meetings. It is your dictionary to the purpose, responsibilities and programs of the Arts Council. We hope it will help you to be an effective and contributing member of the Council.

Although it is an honor to serve on the Florida Keys Council of the Arts Boards, only a Director Emeritus has an honorary position. All Board members should take part in decision-making. The Board of Directors will vote after discussion. Your presence and participation is vital to the health of our corporation. You are needed by our organization and the arts community.

MISSION STATEMENT

The mission of the Florida Keys Council of the Arts Corporation is to enhance the cultural environment and economy of Monroe County through development and promotion of the arts and cultural tourism. The arts include visual, performing, literary, cultural and historical arts and their display.

To accomplish this mission, the Monroe Council of the Arts Corporation is committed to a leadership role as the community umbrella organization for the arts. The Arts Council supports cultural institutions, provides services to the arts community, encourages arts programming for the citizenry, and promotes cultural tourism.

The Florida Keys Council of the Arts Corporation has been designated by the Board of County Commissioners as the Local Arts Agency (LAA) as provided by Florida Statute 286.011.

VISION STATEMENT

The Florida Keys Council of the Arts seeks to position Key West and the Florida Keys as a national and international arts destination.

FIVE-YEAR PLAN SUMMARY

A five-year plan was adopted January 1999 and is updated annually. It was most recently updated January 2002.

Goals of the Florida Keys Council of the Arts are organized in four areas: financial, community development, arts service and organizational goals.

Strategies to reach goals in each area are identified. The plan is painted with a broad brush, ensuring adaptability to an ever-changing environment.

The Florida Keys Council of the Arts encourages the participation of multiple partners with various agendas to collaborate for economic, cultural and community advancement. The Florida Keys Council of The Arts brings people together through the arts.

For the complete text of the five-year plan, please refer to the Governing Documents under separate cover.

OFFICERS

The Officers of the Arts Council shall consist of the Chair, immediate Past Chair, Vice-Chair, Treasurer and Secretary, all of whom shall be members of the Board of Directors and the Executive Committee.

Responsibilities of the Officers:

1. The Chair shall preside at all meetings of the general membership, the Board of Directors and the Executive Committee, serve as ex-officio member of all committees except the nominating committee, appoint all committee members other than the Executive Committee, supervise the Executive Director/President, perform all other duties usually pertaining to the office of the Chair.
2. The Vice Chair shall chair the fund raising or development committee, perform the duties of the Chair in the absence of the Chair and duties designated by the Chair from time to time.
3. The Secretary's responsibilities, as defined in the by-laws, are delegated to the Executive Director/President or paid staff member, but the Secretary is responsible for monitoring their execution.
4. The Treasurer's responsibilities, as defined by the by-laws, may be delegated to the Executive Director/President or paid staff member, but the Treasurer is responsible for monitoring their execution.

Election of Officers: The Nominating Committee shall present a slate of officers at the 2nd to the last meeting before the end of the fiscal year. Officers shall be elected at the last meeting before the end of the fiscal year. Nominations may be made from the floor. Officers shall serve for a period of two years, congruent with the fiscal year.

BOARD OF DIRECTORS RESPONSIBILITIES

1. Attend meetings
2. Read committee reports before a Board meeting
3. Supervise all business of the corporation and question freely
4. Make policy and decide fiscal matters
5. Approve the mission, goals, objectives and direction of the Council
6. Implement programs by chairing a committee
7. Evaluate Executive Director/President and recruit and employ as needed
8. Approve fundraising goals and plans, participate in efforts
9. Represent the Council to the public
10. Openly discuss expectations

Each member of the Board of Directors is a voting member of the corporation and serves a three-year term beginning February 17 of each year and ending February 16 of the third year. If the Board elects a member in mid term, that director shall assume the actual term of office left or beginning.

STANDING COMMITTEES OF THE BOARD OF DIRECTORS

EXECUTIVE COMMITTEE: is composed of the elected officers of the Board of Directors and the Past President of the Arts Council. This committee meets every other month and addresses all pertinent issues that come before the Council. Executive Committee recommendations/decisions must be ratified by the Board of Directors at the next regularly scheduled meeting.

GOVERNANCE COMMITTEE: The Chair of the Board is responsible for the Governance Committee. The Chair appoints and supervises all committee and advisory council chairs, works closely with the Executive Director/President on issues affecting the overall corporation, represents the Council to the Community, assists in fundraising activities, works with others to recruit new Board and Committee members, ensures that the committees function appropriately, works with the Executive Director/President to ensure that the Council is meeting all fiduciary responsibilities, works with selected Board members to evaluate the work of the Executive Director/President and ensures that individual Board members receive adequate training.

PROGRAM, FUNDRAISING AND DEVELOPMENT COMMITTEE: The Executive Director/President is responsible for Program, Fundraising and Development.

PROGRAM: The Executive Director/President recommends programs, reviews and monitors program budgets, monitors program activities, recommends expansion or curtailment of programs, provides program reports, and creates an evaluation process for the Council's programs for Board consideration. A staff member serves on this committee and is responsible to provide staff support.

FUNDRAISING AND DEVELOPMENT: The Director must prepare a fundraising plan to include direct mail and special program funding. The Executive Director/President will oversee the development of special fundraising programs for capital, planned giving and endowment programs and be responsible for agency fund requests. The Executive Director/President must train and advise Board members in matters of financial development using annual budget workshops, oversee all fundraising efforts and review funding alternatives regularly. Executive Director/President shall submit a budget to the Board for fundraising activities and regularly evaluate funding programs for the Board. The Executive Director/President may appoint a committee responsible for event planning and fundraising strategies.

The remaining standing committees shall be chaired by a member of the Board of Directors as appointed by the Chair. The duties and responsibilities of each standing committee is as follows:

NOMINATING/RECRUITING/ORIENTATION COMMITTEE: This committee is responsible for the overall development of the Board of Directors and is one of the most important of the council committees. This committee should meet year round, recruiting and training committee members as well as new and current Board members. Prospective Board members should receive a job description, complete with meeting dates and times and expectations of the council. Candidates should be interviewed as to their personal needs or "what's in it for me" to help ensure a good match. This committee prepares the slate for nominees for elections, helps committees find members and assists the Board in recruitment of expertise for special assignments or committees. This committee will analyze the current Board's strengths and weaknesses, interview prospective candidates, develop and coordinate a Board orientation process which will include budget and program explanations

MEMBERSHIP COMMITTEE: This committee works with public relations, the Executive Director/President and the Chair of the Board to devise strategies and events to increase membership and awareness of the Council's mission. This committee shall encourage individuals, businesses, corporations, partnerships, or associations to become members of the Arts Council to maintain and increase financial support and general knowledge of the mission of the Arts Council.

PUBLIC RELATIONS COMMITTEE: This committee is responsible for the overall direction and control of the public relations activities of the Council. Sub sections of this committee include these key responsibilities:

- a) to ensure an up to date file is kept of each Board and Advisory Board member bios with a photo,
- b) to advise Board members in matters of public relations, to inform the Board of all Council publications,
- c) to coordinate with the efforts of the Council's speakers bureau,
- d) to review and evaluate all public relations efforts.
- e) to maintain a scrapbook of published articles relating to or submitted by the Arts Council.

PLANNING COMMITTEE: This committee is responsible for the long range planning of the Council's growth and influence as well as the annual five-year plan review. This committee shall actively work with the Executive Director/President to acquire a dedicated revenue stream.

EDUCATION COMMITTEE: This committee is responsible for the continuing integration of the arts with education.

ADVISORY BOARD RESPONSIBILITIES

The responsibilities of the non-voting Advisory Board include:

1. furthering the mission of the Arts Council
2. attending meetings of the Board of Directors and general membership
3. helping to fund raise
4. serving on or chairing a committee
5. supporting the Council financially &/or by volunteer activity
6. offering suggestions, criticisms and evaluations
7. serving a term of up to three years which expires on the third February 16th after appointment. Advisors may be re-appointed.

ADVISORY BOARD COMMITTEE JOB DESCRIPTIONS

SPEAKERS BUREAU - This committee is responsible for developing a cadre of speakers from the Board and Advisory Board. The committee will develop a presentation to use. A file of the speakers with a photo and short bio should be compiled so that the Public Relations Chair can be notified and press releases can be sent prior to the event. A schedule will be kept in duplicate; one for the committee chair and one for the office staff. This committee will design a survey to evaluate effectiveness. This committee will annually send notices or effectively advertise via brochures, print ads, media ads, the availability of speakers to all professional organizations, homeowners associations and service organizations in Monroe County. This committee will schedule speakers as requested. Honorariums are donations to the Council; they are welcome, but not requested.

ART IN THE HOSPITAL - This committee is responsible for all the art in the hospital in Key West and will advertise for and accept appropriate Art from local artists for exhibit in the hospital. The Chair of this committee is a liaison with the Hospital Art Committee representative to accept art and to secure artists and entertainers. A poster in the lobby will announce the artists exhibiting in the hospital and a brochure will give the location in the hospital, the artists name and telephone number and the price. The committee will assure that all information posted is current and accurate. This is a rotating exhibit.

ART IN THE AIRPORT - This committee is responsible for the art exhibit at the Key West Airport. Artists are solicited to exhibit their work. This is a rotating exhibit. All art carries with it the artist's name and contact.

ART IN THE AFTERNOON - This committee is responsible for holding at least 3 performing arts benefits. This committee may select a venue, a date and time, negotiate a contract that must then be approved by the Executive Director/President, select a menu, arrange with staff to advertise and of course select a performing arts group to benefit. A luncheon and performance priced to achieve a profit over

and above cost has been successful, but any creative idea will be entertained to achieve the goals of supporting the performing arts. All profit derived from these benefits will be given to the performing company who provides the entertainment or program.

OTHER COMMITTEES OF THE ARTS COUNCIL

The following committees create venues for local artists to display and perform at county airports, government buildings, hospitals and senior nutritional centers. These committees are primarily staff monitored. Advisory Board members are encouraged to attend and assist these committees as needed:

MONROE COUNTY ART IN PUBLIC PLACES - as created by County Ordinance, requires one member be a board or staff member of the Florida Keys Council of the Arts. Advisory Board members are encouraged to attend and assist as needed.

CULTURAL UMBRELLA - per contract with the Board of County Commissioners is administered by the Florida Keys Council of the Arts. This committee may have one or more Board members on the committee.

MARATHON ARTPORT - is a program similar to the Art in the Airport project at the Key West Airport. It provides a venue and strategy for exhibiting local artists.

MUSIC IN THE AIRPORT - is a shared program with the County to provide 24 hours of music at the Key West Airport. The music shall be recordings of local musicians.

ARTISTS IN SCHOOLS - partnership grants for individual artists and teachers to enhance and expand our children's arts experiences. Board members are encouraged to participate in the grant review committee.

ARTREACH - partnership grants for individual artists, cultural organizations and local businesses to expand artists' audiences beyond traditional boundaries. Board members are encouraged to participate in the grant review committee.

ARTWORKS - an after-school intervention program in partnership with the Juvenile Drug Court that gives at risk teens hands on work with professional artists. This program is only activated by outside funding.

ARTS ACCESS - seeks and provides residencies by local artists in schools, libraries, and community centers.

SOUTH FLORIDA CULTURAL CONSORTIUM - This committee oversee regional artist residencies.

THE PERFORMING ARTS NETWORK COMMITTEE - shares information and resources for performing arts artists and presenters.

ART IN THE GATO BUILDING - exhibiting local artists

ARTS IN COMMISSIONERS OFFICES - exhibiting local artists

ART IN MARATHON GOVERNMENT CENTER - exhibiting local artists

ART IN MARATHON HEALTH DEPT. STATE OFFICE BLDG. - exhibiting local artists

RESPONSIBILITIES OF THE Executive Director/President

The Board of Directors hires the President of the Florida Keys Council of the Arts after an evaluation by a special committee of the Board and the subsequent approval of the full Board. The Executive Director/President is hired to help ensure appropriate agency management. No matter the length of the contract, the Executive Director/President will have an annual evaluation. The Executive Director/President shall:

1. Formulate policy with the Board
2. Establish goals and objectives with the Board
3. Be available to any Board member or committee for specific info/assistance
4. Implement Board policies and procedures
5. Ensure the Council's legal compliance in all aspects of activity
6. Recruit, Hire and Terminate Approved Staff Positions
7. Write job descriptions for staff, prepare personnel policies for Board consideration and evaluate staff
8. Evaluate existing programs with the Board of Directors
9. Develop new programs with appropriate committees for Board consideration
10. Interpret the Council's goals and services to various publics
11. Supervise the creation of the Council's annual reports, press releases, media events and special literature in cooperation with the appropriate Board committee
12. Recruit, develop and secure major donors and maintain and increase the existing business and individual membership base during the contract year
13. Develop an ongoing fundraising program to expand income - participate in all fundraising activities including speaking engagements, membership activities, etc.
14. Maintain and increase existing grant revenues

FLORIDA KEYS COUNCIL OF THE ARTS BY-LAWS

Please refer to the governing documents for the complete By-law Articles and Sections. Adopted 2003

FLORIDA KEYS COUNCIL OF THE ARTS ARTICLES OF INCORPORATION

Please Refer To The Governing Documents For The Complete Articles Of Incorporation. Adopted 2-17-97

FLORIDA KEYS COUNCIL OF THE ARTS BUDGET

Fiscal Year: July 1/June 30

Please refer to the governing documents for the complete annual budget. Monthly internal financial statements are provided to board members as well as periodic budget reports. Adopted: May 23, 2002

POLICIES AND PROCEDURES

1. It is a policy of FKCA that the operating budget, for the upcoming fiscal year, be approved by the Board at least one month prior to the end of the current fiscal year.
2. It is the policy of FKCA not to ask artists to donate their work.
3. It is the policy of FKCA to ask that Board candidates serve on the Advisory Board before they can be nominated to the Board of Directors.
4. It is the policy of FKCA to actively seek a dedicated revenue stream.
5. It is the policy of FKCA to meet any crisis with truth and assurance that we will investigate charges and publicly report our findings.
6. It is the policy of FKCA to document all expenditures and expenses, even when donated, in order to accurately reflect the cost of doing business.

PROCEDURES

Any and all activities conducted in the name of, or for the benefit of, the Florida Keys Council of the Arts must be brought to the attention of the Executive Director/President for review. The Executive Director/President will bring the issue to the attention of the Board of Directors for their approval, if necessary.

The Executive Director/President shall report directly to the Board of Directors. Other staff shall report directly to the Executive Director/President.

Board meetings shall last one hour, unless extended by the chair.

Board meetings shall follow Roberts Rules of Order.

All records shall be kept according to generally recognized accounting principles and an outside audit will be performed once a year.

Discrimination with regard to race, color, religion, creed, gender, national origin, ethnicity, disability, age, sexual orientation, marital or veteran status and any other consideration prohibited by local, state or federal law is prohibited.

INFORMAL SOCIAL MEMBERSHIP GROUPS

Because of the unique geography of the Florida Keys, Board and Advisory Board members shall be encouraged to participate in the creation and activities of three to five informal social volunteer groups formed to increase membership and better represent all the cultural activities of the Council.

OBJECTIVE: to encourage the development and growth of the Membership in their respective geographical areas and to provide venues for members to assist, support and promote programs and projects of the Florida Keys Council of the Arts.

RESPONSIBILITIES:

1. To recruit members and organize local membership drives
2. To attend Council meetings whenever possible
3. To attend social events
4. To assist the Council by:
 - a. distributing flyers, posters, mailings, etc.
 - b. selling license tags, memberships, etc.
 - c. helping at local fundraising events
 - d. and to be available to help in any local Arts Council activity
5. The social volunteer groups may hold local volunteer meetings. Members will select meeting dates and recommend for Council approval, projects to support or promote the cultural arts in their geographic area. When approval of a project is granted, each unit will support its local project, while soliciting the support of all other members when necessary.

THE ANNUAL MEETING

An annual meeting shall be held for all the membership in the County. The purpose of the Annual Meeting is to review the past accomplishments, future plans and fiscal status of the Arts Council. Written annual reports from the Chair and the most recently completed annual audit shall be made available at the Annual Meeting. Two months prior to the date selected for an annual meeting, the Chair shall appoint an Annual Meeting planning committee to achieve these goals.

At the annual meeting the Chair of the Board shall preside. The Executive Director/President shall give a "state of the arts" report. Social Group leaders may be introduced. The Board of Directors shall be introduced. The Board's appointments to the Advisory Board and to the Board of Directors shall be announced. Questions and suggestions from the floor will be encouraged. The role of the general membership is to volunteer to support projects, contribute ideas, make suggestions, send nominations for the Board of Directors or Advisory Board to the Nominating Committee, contribute in-kind or cash, and solicit members.

DATES & TIME OF MEETINGS

Regular meetings of the Board of Directors shall be held at a time, place and location set by the Board of Directors. Special meetings of the Board of Directors may be called by the Chair or by written request from a majority of the Board of Directors. Notice of each special meeting shall be given in writing, fax, or by phone to each Director member consistent with the legal notice.

The Board of Directors meets the fourth Thursday of every other month at 11 a.m.

Committee meetings will be announced.

The Executive Board meets at 11 a.m. on the fourth Thursday of each month in which there is no Board meeting.

All Board members and Advisory Board members are encouraged to attend Board meetings.

Consistent with the Florida Sunshine Law, all meetings are noticed in a publication of general circulation and all meetings are open to the public

GLOSSARY OF TERMS

The following acronyms are used in the work of the Arts Council:

AB - Advisory Board

ACE - Arts for a Complete Education

AIE - Arts in Education

AIPP - Art in Public Places

AIS - Artists in Schools

BOCC - Board of County Commissioners

BOD - Board of Directors

DAC - Tourist Development Council District Area Committee

FKCA- Florida Keys Council of the Arts

DCA - Florida Dept. of State, Division of Cultural Affairs

LAA - Local Arts Agency

NEA - National Endowment for the Arts

RFP - Request for Proposals

RFQ - Request for Qualifications

SFCC - South Florida Cultural Consortium

TDC - Tourist Development Council

UACAP - Underserved Arts Community Assistance Program

VSA - Very Special Arts

WPA - Works Progress Administration

WWWW - Who What When Where Quarterly Calendar