

# MEET EACH NEED WITH DIGNITY



10641 N. San Fernando Rd.  
Pacoima, CA 91331

**phone** | 818.896.0246

**fax** | 818.897.0128

[www.mendpoverty.org](http://www.mendpoverty.org)

## MEND Board of Directors Volunteer Job Description

Revised and Approved 11/16/10

**General Description:** Boards of Directors of nonprofits have two primary functions: fundraising and policy-making. The MEND Board of Directors is considered to be a *working* Board, with members assuming tasks related to fundraising, public relations, planning, volunteer recruitment, and fiscal management, all with the goal to enhance MEND's effectiveness in generating revenue, and in offering effective services guided by carefully developed policies. Board- and volunteer-powered fundraising and administrative activities fulfill MEND's commitment to low overhead so that a greater percentage of revenues can be channeled toward direct service to the poor.

### Specific Responsibilities:

1. Commit to making MEND one of the top three charities that you personally support financially. Make a substantial annual gift to MEND no later than December 31 during the board term to which you are elected.
2. Support two of MEND's fundraising events each year by inviting guests, obtaining sponsorships, participating on an event organizing committee, and/or purchasing tickets. Assist with other fundraising efforts at least once each year by doing follow up calls to MEND donors, writing fundraising letters, or sending out messages for MEND via social media.
3. Commit to maintaining the fiscal integrity and security of MEND, in all discussions, decisions, and voting on matters brought before the Board. Agree to adhere to the MEND Code of Conduct and Conflict of Interest policy.
4. Be consistent in attendance at the following:
  - MEND Board meetings which are held six times each year in the evenings, January, March, May, July, September, and November.
  - Annual Board-Staff retreat (Saturday in April or as determined by the Board).
  - Volunteer Recognition Party/ Annual Meeting (March).
5. Read through the agenda and other documents sent to the board prior to meetings and come prepared to discuss these. Become familiar with MEND's Mission and Vision statements, and the major goals from MEND's strategic plan so as to be able to communicate these to others who may be interested in our agency. Annually review the by-laws.
6. Participate as a member and attend meetings of one standing committee: Fund Raising, Volunteer Development, Public Relations, Management/Budget/Planning, or the Executive Committee. OR participate as a regular volunteer in a MEND program, (Education and Training Center, Emergency Food, Clothing Center, etc)
7. Participate in one of MEND's special program events each year (i.e. Christmas Baskets, Teeth to Toes, Letter Carriers' Food Drive, etc) as a way to gain an understanding of the spirit and dynamic of MEND's services and as a way to be better informed regarding board agenda items and votes.

### Skills/Experience:

1. Consistent with MEND's Code of Conduct, comfort in expressing opinions and asking questions during meetings and exercise care in voting on proposals presented to the Board.
2. Recognizing the servant-leader role model set by board members, follow through with assigned tasks and commitments.
3. Previous experience on nonprofit boards of directors is helpful.

MEND STANDING COMMITTEE JOB DESCRIPTION  
Fundraising Proposal Committee Overview  
*As of March 2010*

MEND By-laws Description of the Fundraising Committee:

*The Fundraising Committee shall have the responsibility of raising money during the fiscal year to cover all anticipated budget expenses and shall set goals as to the method and manner of raising funds and develop strategies and timelines to achieve these goals. This committee may be divided into two or more groups with equal standing on the Board, such as the Proposal Committee, the Special Events Committees, etc.*

The Committee is also asked periodically to prepare proposals for in-kind goods.

Committee Overview:

The MEND Fundraising Proposal Committee includes volunteers who write proposals, those that perform data entry functions to update and create proposal tracking spreadsheets, those that research potential funding sources, those that do follow up calls to foundations and businesses that have received MEND proposals, and those that do filing and other routine tasks. The Committee typically meets monthly to coordinate the activities of the members, receive updates on MEND programs and projects, discuss ways to better target certain proposals, etc.

Professional and Personal Skills Needed for this Committee:

- Strong motivation to help those in need
- Ability to meet deadlines
- Excellent writing skills are essential
- Experience in business writing or business proposal writing or business plan preparation are helpful, but not essential
- Understanding of financial statements, audits, 990 tax forms is helpful in interpreting data for certain proposals
- Competence in Microsoft Word, Excel, web-searching
- Follow through on communications with fellow committee members (i.e. e-mail, phone calls, etc)

Recruitment of Volunteers for this Committee:

New volunteers for the Proposal Committee may be recruited by existing committee members, members of the MEND Board and staff, the MEND Volunteer Development Committee, or may be self-referred.

Orientation of New Volunteers:

All new volunteers to MEND are required to attend a general volunteer orientation held at the MEND Center. Once this is completed, new volunteers interested in grant writing will be provided with an orientation specific to the Proposal Committee that will include:

- Review of the committee job description
- Discussion of the role of volunteers and role of staff on this committee
- Discussion of the MEND Code of Conduct in terms of how committee meetings will be conducted, and how communication is handled between volunteers and between volunteers and staff.
- Review of MEND's commitment to volunteer involvement and to low overhead
- Overview of the various official MEND documents that are frequently required for inclusion in fundraising proposals, the fundraising proposal assignment process, sample proposals and letters of inquiry, etc. Copies of these documents will be provided in paper and electronic versions for use by committee members in their work.

MEND STANDING COMMITTEE JOB DESCRIPTION  
PUBLIC RELATIONS COMMITTEE  
*As of May, 2010*

MEND By-Laws Description of the Public Relations Committee:

*“The Public Relations Committee shall oversee the operations of the newsletter and shall oversee the production of periodic news releases, public service announcements, mailings to community groups, website updates, and other activities whose purpose is to heighten community awareness of MEND and to generate greater volunteer, client, financial and other forms of support.”*

Public Relations Committee Overview

The MEND Public Relations Committee includes volunteers from the communications field who develop all external communications for the agency. These communications include those specified in the by-laws as well as blogs, Facebook, Twitter, and other forms of social media.

From MEND’s 2009-2013 Strategic Plan:

[Goal 3: A Household Name: Establish MEND as the most identified agency on addressing poverty issues throughout the San Fernando Valley.](#)

Professional and Personal Skills Needed for this Committee

- Solid news writing skills and public relations skills, understanding of the press, press contacts.
- Ideal committee volunteers include journalists, freelance writers, public relations experts, copywriters, art directors, graphic designers, communication specialists, and marketing professionals.
- Committee volunteers can also include students currently studying the fields of journalism, communication. PR and/or marketing and graphic/communication design.
- Confidence and experience are very important, as well as willingness to take initiative.
- Ability to represent MEND if necessary.
- Commitment to the MEND mission and vision, and a desire to serve.

Recruitment of Committee Volunteers

New participants on the MEND PR committee may be recruited by other members of the committee, members of the MEND Board of Directors, MEND staff or may be self-referred assuming one has training or experience in the skills needed by the committee.

Committee Orientation

New volunteers to the MEND Public Relations Committee will be provided with the following:

- General MEND orientation (held 3 times per month at the MEND Center).
- Review of committee job description, procedures and policies.
- Discussion of the role of volunteers and the role of staff on this committee.
- Discussion of the MEND Code of Conduct, including protocol on committee meetings, and communication between volunteers and staff.
- Review of MEND’s commitment to volunteer involvement and to lower overhead.
- Overview of MEND’s website, including pages that contain past press releases, media clips, newsletters, annual reports, etc.; and its current social media efforts.

Volunteer Roles and Tasks

- Work in a team to develop “big picture” ideas, brainstorm details, and execute tasks.
- Bring forth and share areas of expertise.
- Volunteer to spearhead, partner with fellow volunteer, or assist with various writing and graphic design assignments; for example, At a Glance, press releases, newsletters and annual reports, materials for MEND website and press kit, outline for MEND volunteer speaker presentations, scripts for audio-visuals, etc.
- Provide media and speakers training as noted above, or recruit others to do so.
- Represent MEND to the press at special events as requested to do so by MEND staff.
- (Committee co-chairs) Schedule monthly meeting, prepare and distribute agenda, follow/update work plan, lead meetings, delegate assignments (to attendees and absentees), assign note taker at meetings, follow up on assignments and lead committee to accomplish overall goals.

### Quality Work Standards

- Volunteers representing MEND, whether by telephone or public engagements, should be carefully chosen.
- Volunteers should acknowledge the challenge and help address the issues in a clear, professional manner.
- All written communications should follow MEND's Style Guide and/or AP Style.
- Visuals should be clean and easy to understand.

### Staff Roles

- Communicate to the PR Committee the current and future communications needs of MEND and relevant changes in MEND's programs or activities.
- Proof read all written communications before being sent out to ensure accuracy and consistency in information.
- Be team leaders; find solutions and creative, positive energy.
- Provide information on press/media activity not initiated by the PR committee.
- Represent MEND to the media as needed.
- Coordinate the work of PR teams on projects such as newsletter, annual report, press kit, etc.

## MEND STANDING COMMITTEE JOB DESCRIPTION

### MANAGEMENT/BUDGET PLANNING COMMITTEE

#### MEND By-Laws Description of Management/Budget/Planning Committee:

*The Management Budget and Planning Committee shall revise and update personnel policies on an annual basis or as required by law. The committee shall also develop or revise personnel policies to reflect company growth and/or nature of programs. The committee shall also oversee general maintenance needs and prepare an annual budget for presentation to the Board. This committee shall also oversee the ongoing revenue and disbursement activities of MEND and make recommendations to the Board regarding investments and other financial matters. This committee shall also evaluate ongoing MEND Programs and shall report to the Board on its findings and make recommendations as needed.*

#### Types of Expertise needed for this committee and its subcommittees:

- Finance/Accounting
- Human Resources
- Operations and Facilities Management
- Social service program executive or manager

#### Orientation for New Volunteers for the MBP Committee:

All potential new members of the MEND Management Budget and Planning Committee are required to attend the general MEND Volunteer Orientation (held several times each month at the MEND Center). In addition, the chair of the MBP Committee and/or a staff member assigned to work with the committee will conduct a committee orientation that will include:

- Review of committee job description
- Discussion of the role of volunteers and the role of staff on this committee; MEND's commitment to low overhead
- Discussion of the MEND Code of Conduct in terms of how committee meetings will be conducted, and how communication is handled between volunteers and between volunteers and staff
- Review of Mend's Conflict of Interest statement, as well as committee procedures and policies
- Review of MEND's latest audit, recent financial statements (including definitions of terms used)

#### Monthly Management/Budget/Planning Committee Tasks and Responsibilities

- MEND financial income and expense reports review and recommendations
- Human Resource report on personnel actions and/or policy recommendations as needed

#### Periodic or Annual Management/Budget/Planning Committee Tasks and Responsibilities

A monthly/quarterly description is provided in the Committee work plan. See attached.

#### Volunteer Roles on the Management/Budget/Planning Committee

- Committee or sub-committee members develop and update program review surveys, forms, and materials. Prior to reviewing a particular program, review the strategic plan, procedures and policies, and other informational materials about that program. Conduct interviews with staff, volunteers, and clients from that program and take notes using surveys/forms provided. The Chair assigns a volunteer to compile the data collected from these surveys and interviews, as well as from MBP Committee discussion to put into a report which is then presented to the administrative staff, program staff and the board of directors.
- HR professionals on the MBP Committee consult with the COO or other designated MEND staff concerning personnel issues, review exit interviews, and report to the Committee any relevant personnel activity since the preceding meeting (as needed). HR professionals conduct an annual audit of MEND personnel files and make recommendations to the COO on any changes that need to be made.

#### Staff Roles on the Management/Budget/Planning Committee

- Prepare accurate financial reports to submit to the committee for review. Provide income and expense projections on a quarterly basis and copies of the completed audit each fall. Provide other financial reports as requested.
- Get vendor estimates and other expense information for inclusion in the annual budget, and prepare drafts of the budget for the Committee to review.

- Research and make recommendations to the Committee regarding employee hiring, compensation, and benefits for inclusion in the budget.
- Provide a tour of the MEND facilities to committee members assigned to review needs for facilities upgrades, long-term maintenance, and equipment replacement
- Provide program summaries of activities and strategic plan implementation each July
- Assist the committee in determining which programs will receive a comprehensive program review in a given year, and provide the background materials needed to complete that review
- Cooperate with the Committee in its annual audit of MEND personnel files and ensure that recommended changes are completed.

## MEND STANDING COMMITTEE JOB DESCRIPTION

# Volunteer Development Committee

As of May, 2010

### MEND By-Laws Description of the Volunteer Development Committee:

*The Volunteer Development Committee shall assist in recruiting and referring volunteers to MEND committees and programs and shall develop strategies and methods for volunteer recruitment, recognition, orientation and training based upon the needs of MEND committees and programs.*

In addition, the Volunteer Development Committee should coordinate with the MEND Public Relations Committee on Speakers Bureau presentations to community groups and other promotional efforts so that the agency's specific volunteer needs can be effectively communicated to the larger public. Regarding these specific volunteer needs, the Volunteer Development Committee should coordinate with the program staff involved, and also contact current volunteers in those departments to get ideas on ways to target outreach projects appropriately. (for example, contacting current health professional volunteers to find out about professional organizations and written media to contact for recruitment purposes).

### Professional or Personal Skills Needed by Committee Members:

- Strong "people skills"
- Exceptional organizational and communication skills.
- Bilingual in English and Spanish helpful when participating as a facilitator for MEND's Volunteer Orientation workshops.
- Ability to utilize outside networks to recruit volunteers for MEND (i.e. Chambers of Commerce, Neighborhood Councils, civic groups, church groups, etc)
- Ability to conduct outreach via e-mail, telephone and in-person meetings
- Potential committee members might include community activists, public relations professionals, headhunters, career counselors, professionals in specific career fields in which there is a need for MEND volunteers (for example, school district administrator to help with MEND Education and Training positions, hospital community relations or HR experts to help with MEND clinic positions, etc).

### New members for this committee may be connected to the Volunteer Committee in any of the following ways:

- recruited by members of the MEND Board of Directors
- recruited by the MEND staff
- self-referred

### New members for the Volunteer Development Committee will be provided with the following orientation :

- General MEND orientation (now held 3 times per month at the MEND Center)
- Review of committee job description
- Discussion of the role of volunteers and the role of staff on this committee
- Discussion of the MEND Code of Conduct in terms of how committee meetings will be conducted, and how communication is handled between volunteers and between volunteers and staff
- Review of committee procedures and policies
- Review of MEND's commitment to volunteer involvement and to low overhead
- a manual on how to facilitate the MEND volunteer orientation workshops plus the opportunity to observe experienced facilitators "in action"

### Monthly or Bi-Monthly Committee Tasks:

- Perform tasks according to workplan, to include targeted recruitment activities of pre-determined "high need" volunteer positions
- Discuss with staff additional new volunteer needs for which recruitment assistance is needed; determine a plan of action to assist in this effort
- Review completed tasks and activities from previous months to determine what is working and what is not; develop alternate plans as appropriate, or follow up on incomplete tasks as needed

- Committee chairs work with Volunteer Services Director to complete bi-monthly report for the MEND Board of Directors

#### Periodic or Annual Committee Tasks

- Committee chairs should contact the MEND Public Relations Committee chairs about ways to coordinate the annual workplans of the two committees.
- Volunteer Development Committee workplan should be developed and updated by June 30 of each year.

#### Roles of the Volunteers on this Committee:

- Chair or Co-Chairs consult with the Director of Volunteer Services on agenda items, and then the Chair sends out the agenda to the committee members via email prior to the meeting
- Chair or Co-Chairs lead the committee meetings
- Chair appoints a member to take meeting notes and then send these notes out to the committee
- Committee members conduct outreach via telephone, email and presentations
- Facilitate general MEND New Volunteer Orientations (held three times each month)
- Draft newsletter articles for quarterly e-newsletters sent to MEND volunteers
- Write text and arrange for graphic design of volunteer recruitment materials

#### Quality work standards for this committee

Committee volunteers are expected to support committee activities, attend meetings regularly, and follow through on assigned tasks

#### Role of the MEND Staff in Supporting This Committee

- Identify areas of greatest volunteer need and help direct recruitment efforts.
- Report on progress and provide feedback to Committee
- Coordinate general MEND Volunteer Orientation schedule; recruit and train volunteer facilitators; work with MEND receptionist to schedule new volunteers to attend these sessions
- Screen, interview and place new volunteers
- Plan annual Volunteer Recognition event in March as well as other volunteer recognition activities during the year
- Work with MEND program staff to develop and utilize an annual Volunteer Satisfaction Survey that is conducted in all MEND departments; tally results, and provide report to the staff and Volunteer Development Committee on survey findings
- Train new MEND staff in the effective utilization of volunteers
- Consult with MEND staff when problems or issues with volunteers arise
- Organize work projects in various departments for community, church and business groups that would like to have a one-time or short-term volunteer experience at MEND
- Recruit MEND representatives for community fairs and other events where a MEND information table is requested; coordinate with MEND receptionist as needed on requests for MEND speakers to community groups
- Become familiar and expert on MEND services and population served by MEND.
- Review monthly program reports, to know about food served, families assisted, volunteer hours, etc.



MEND Board of Directors Code of Conduct  
Serving and Leading with Dignity

Approved by the Board January 28, 2010

MEND Board Members will:

Treat MEND's clients, staff, volunteers, contributors and community partners with dignity, compassion and respect at all times.

Carry out their duties in a professional, courteous and respectful manner.

Provide leadership to MEND with honesty, fairness and integrity.

Act with tolerance, sensitivity, respect and impartiality toward other persons' cultures and backgrounds.

Remain accountable for tasks for which they are responsible or have delegated to others.

Ensure that MEND resources are devoted only to the official services/business of the organization.

Disclose any financial or business interests that the Board member or immediate family members have that might be a perceived or actual conflict of interest with MEND duties/responsibilities as evidenced by signing the MEND Conflict of Interest Statement.

Refrain from providing to the news media any public statement relating to the policies or activities of MEND without permission from the organization's Chief Executive Officer or the CEO's designee.

Maintain the confidentiality of personal information pertaining to MEND clients, employees, and Board members.

Discuss any concerns about the behavior or performance of staff or volunteers, program procedures or policies only with the CEO or COO and not with staff members or volunteers. This applies unless the Director is acting in a supervisory capacity with respect to a specific department or function and the matter arises in that capacity,

Refrain from dealing with problems or sensitive issues via email or other electronic media.

Signature \_\_\_\_\_

PRINT Name \_\_\_\_\_ Date \_\_\_\_\_

## MEND CONFLICT OF INTEREST STATEMENT

*Policy:* MEND'S employees, officers, directors, and agents are prohibited from engaging in any act which is, could be, or could appear to be in conflict with their status as a MEND employee, volunteer, or agent. This includes the use of one's position with MEND for personal profit or advantage.

### Action

Every employee, officer, director, and agent shall avoid any action, which might result in or create the appearance of:

- a. Using his or her position for private gain;
- b. Giving preferential treatment to anyone;
- c. Impeding MEND's efficiency or economy;
- d. Losing independence or impartiality;
- e. Adversely affecting the member's and/or public confidence in MEND's integrity.

### Financial Interest

No employee, officer, director, or agent shall:

- a. Have a direct or indirect financial interest which conflicts, or appears to conflict, with his or her duties and responsibilities; or
- b. Engage in, directly or indirectly, a financial transaction influenced by information obtained through his or her employment with MEND.

All employed officers, directors, and agents must immediately disclose to the Board of Directors all actual or potential conflicts of interest with any business, transaction, service, or confidential information of MEND.

### Agreement

In the course of meetings or activities, I will disclose interests in any transaction or decision where I, my business, my family, or any other close associate will receive a significant benefit or monetary gain. After disclosure, I understand that I may be asked to leave the room for discussion and will not be permitted to vote on the issue.

*I have read and understand the policy stated above regarding the potential for a conflict of interest. I understand that engaging in such activities will lead to disciplinary action up to and including my expulsion from my position. Further, I understand that this policy is meant to supplement good judgment, and I will respect its intent as well as its wording.*

I acknowledge that I have received and read this policy and understand its contents.

---

Print Name

---

Signature