

PoliciesandProceduresManual

Introduction:

These policies and procedures hereby supplement the By-Laws for COCSD. The policies and procedures may be amended by the acting Board at any time but are not valid as policies and procedures until published as set forth in Article VII, Section H, Part 4 of the By-Laws. These policies and procedures should act to clarify the Board's interpretation of any of the By-Laws as well as to set forth procedures for each acting board member to follow while acting on behalf of COCSD. COCSD's Boards of Directors are encouraged to add or subtract from this manual as their experience dictates. It is the intent of this manual to not only accumulate the wisdom of prior boards but to offer a standard for future board members to meet or exceed.

Preamble:

COCSD Vision: It is the club's collective leadership opinion that COCSD should continue its legacy of being the longest active Car Club in America. COCSD celebrates the spirit of Americana which results from championing American-made Chevrolet Corvettes and their proliferation on the country's racetracks, highways and streets. The club seeks a growing membership of Corvette owners who love and enjoy driving, showing and racing their Corvettes and for building strong and friendly relationships with other members. The club also seeks to build goodwill by giving back through fundraising and/or in-kind donations to community charities and causes.

COCSD Mission: It is the club's mission to provide a forum for Corvette car owners to convene, share information about their cars, to learn about their cars and to socialize with one another. COCSD also serves as the hub for organizing members' social activities, activating the club's car racing team and for conducting charitable fundraising or in-kind donations of time, car shows, etc.

Policies

Policy#1:ConductofMembers

In addition to the requirement set forth in Article V, Section F of the By-Laws

A. Members should:

1. Display a positive and supportive attitude.
2. Be truthful with other members
3. Build goodwill with other members
4. Pay dues as required by the by-laws

B. Removal of Member

Article V, Section F, part 14 of the By-Laws provides for the removal of a member who poses an "apparent problem for COCSD." Such behavior includes, but is not limited, to the following types of conduct:

1. Blatant dishonesty, theft, misrepresentation with other members or in the conduct of the club's business that either causes harm to a member or to the club's reputation and good name.
2. Conduct on a run or during an activity that causes risk of harm to the member or to other members.

Policy#2: IRS information about 501(c)7 social clubs

COCSA is a social club under the relevant chapter of the Internal Revenue Code,

501(c)7. As such, all the prohibitions and prescriptions from that chapter as interpreted and explained below are to be strictly adhered to. The following informational supplement from the internal revenue service shall be a guideline for the club's operating both for income and expenses:

G. IRC 501(c)(7) ORGANIZATION

1. Introduction

Social and recreational clubs were originally granted exemption in the Revenue Act of 1916. Congress stated that the reason for their exemption was that the experience of the Treasury Department had been that securing returns from clubs had been a source of expense and annoyance and had resulted in the collection of little or no tax. By contrast, the justifications offered by Congress for the majority of other exempt classifications are that they provide some sort of community service or public benefit.

Generally, social clubs are membership organizations primarily supported by funds paid by their members. The tax exemption of social clubs has the practical effect of allowing individuals to join together to provide themselves recreational or social facilities on a mutual basis, without further tax consequences, where the sources of income of the organization are limited to receipts from the membership. Thus, the individual member is in substantially the same

position as if he had spent his income on pleasure or recreation without the intervening organization. (Note that IRC 277 provides that a membership organization not exempt from tax may deduct expenses attributable to the provision of goods, services, or insurance to members only to the extent of income derived from members. In any tax year in which deductions

exceed income, excess deductions are treated as paid in the following year. The purpose of this provision is to prevent nonexempt membership organizations from effectively rendering themselves free of tax by offsetting losses from membership activities against income derived from investments or other nonmember sources to produce little or no taxable income. Were they permitted to do so, they could put themselves in a better position than exempt clubs, which are taxable on all income but so-called "exempt function" income. See IRC 512(a)(3) and

277. This provision could be significant in computing the tax due from a revoked club.)

2. General Rules

The ordinary meaning of the term "club" implies that there must be club members, and that there must be a "commingling" of the members for social, recreational, or similar purposes. The commingling requirement has been stated in Rev. Rul. 58-589, 1958-2 C.B. 266, Rev. Rul. 70-32, 1970-1 C.B. 132, and Rev. Rul. 74-30, 1974-1 C.B. 137. Commingling is present if such things as meetings, gatherings and regular meeting FACILITIES ARE EVIDENT. Rev. Rul. 58-589, 1958-2

C.B. 266, discusses the criteria for exemption under IRC 501(c)(7) and holds that a club must have an established membership of individuals, commingling, and fellowship to be a social club within the meaning of the statute. While this does not mean that a club cannot have artificial entities, such as corporations, as members, a federation composed completely of artificial entities (clubs) was held to be not exempt under IRC 501 (c)(7) in Rev. Rul. 67- 428, 1967-2 C.B.

204. The rationale of that case was that a federation of clubs was a collection of artificial entities not capable of the kind of commingling required of the membership of exempt clubs. Thus, corporate memberships will not automatically disqualify a club as long as there are sufficient individual members to provide the requisite amount of fellowship and commingling. (See Rev. Rul. 74- 168, 1974-1 C.B. 139).

Clubs must be organized for pleasure, recreation and other non-profitable purposes. The Service has held that these other non-profitable purposes must be similar to providing pleasure and recreation. Sponsoring activities of a noncommercial nature can lead to denial or revocation if the activities are not similar to providing pleasure and recreation. In Rev. Rul. 63 -190, 1963 -2 C.B. 212, an organization was held not to qualify for exemption under IRC 501(c)(7) where it provided its members with sick and death benefits.

A club is not exempt if it provides pleasure and recreation on a commercial basis. Evidence that a club may be operating on a commercial basis exists if:

1. Membership requirements are broad or vaguely stated;
2. The initiation charges or dues are so low that one-time or transient use of the facilities by the general public is encouraged;
3. Management is strenuously engaged in expanding club membership; or
4. Management can effectively perpetuate itself through close physical and financial ties to club activities or facilities, or by other means. (See Exempt Organizations Handbook IRM 7751-124.)

Reg. 1.501(c)(7)-1(b) makes it clear that making club facilities available to the public for a fee is not a permissible IRC 501(c)(7) activity, and it establishes a presumption that a club is engaging in business if the club solicits public use of its facilities. The basic problem in this area is to determine whether a substantial purpose of a purported club is to operate a commercial activity. This determination will necessarily rely on an examination of all relevant facts and circumstances.

3. P.L. 94-568

The tax treatment of social clubs has undergone a substantial change due to the passage of P.L.

94-568 on October 20, 1976. Prior to passage of this law, IRC 501(c)(7) provided exemption for clubs organized and operated exclusively for pleasure, recreation and other non-profitable purposes. The law substitutes the word "substantially" for "exclusively". The law also added IRC

501(i) to the Code, which prohibits discrimination by certain social clubs. That section reads:

(i) Prohibition of Discrimination by Certain Social Clubs. Notwithstanding subsection (a), an organization which is described in subsection (c)(7) shall not be exempt from taxation under subsection (a) for any taxable year if, at any time during such taxable year, the charter, bylaws, or other governing instrument, of such organization or any written policy statement of such organization contains a provision which provides for discrimination against any person on the basis of race, color or religion.

In addition, the law does not allow a social club exempt under IRC 501(c)(7) a corporate dividends-received deduction in computing unrelated business income tax, thus codifying longstanding service position in that regard.

4. Substitution of "Substantially All" for "Exclusively"

This change is most likely to cause problems in the interpretation of the law. The existing regulations under IRC 501(c)(7) are of no use in this regard and are being revised to reflect the provisions of the law. Reg. 1.501(c)(7)-1(a) states, in part:

In general, this exemption extends to social and recreation clubs which are supported solely by membership fees, dues, and assessments. However, a club otherwise entitled to exemption will not be disqualified because it raises revenue from members through the use of club facilities or in connection with club activities.

The Service has attempted to clarify the kinds and degree of activities which would cause a club to lose its exemption through non-member participation in club affairs and activities (See Rev. Rul. 58-589, 1958-2 C.B. 266, which stated that dealings with non-members must be incidental to and in furtherance of general club purposes and the income from that participation must not inure to the benefit of the members.) Then, in Rev. Rul. 60-324, 1960-2 C.B. 173, an

organization that derived 12% to 17% of its total income from the general public's use of its facilities was revoked as not being operated exclusively for pleasure, recreation or other non-profitable purposes. Various court decisions also discussed the permissible volume of non-member income (See U.S. v. Fort Worth Club, 345 F.2d 52 (5th Cir. 1965)).

In Rev. Proc. 64-36, 1964-2 C.B. 962, the Service established guidelines for determining the effect on the club's exemption of gross receipts derived from nonmember use of its facilities. The guidelines determined the extent to which these gross receipts would be taken into account as a factor reflecting the existence of a non-exempt purpose. These guidelines were superseded by Rev. Proc. 71-17, 1971-1 C.B. 683. The Service established as an audit guideline that if gross receipts derived from non-members exceeded \$2,500 and were five percent or more of the total gross receipts of the organization a non-exempt purpose that could result in revocation was indicated. Gross receipts from non-members at or below these levels did not demonstrate a non-exempt purpose. Thus, a "safe harbor" rule was created. Even when the limits were exceeded, the Service looked at all the facts and circumstances to determine whether a non-exempt purpose existed. However, this audit standard related solely to the exempt status of a club, and had no effect on the amount subject to taxation as unrelated business income. (Income

derived by a social club pursuant to a reciprocal agreement with a social club of like nature is to be treated as income from nonmembers, as the legislative history of this section indicates that it was intended that amounts derived from sources outside the membership are not entitled to the benefits of tax exemption. It should be noted that Rev.

Proc. 64-36 provided that a social club would not be adversely affected by the presence of members of another social club under an agreement which provides for the reciprocal use of facilities. Rev. Proc. 71-17 did not address this issue because at the time of its publication this issue had not been resolved.)

Public Law 94-568 has changed the audit standard. Since the Tax Reform Act of 1969 subjected social clubs to tax on their investment income as well as their unrelated business income, Congress felt that the percentage requirements could be liberalized as long as a club was substantially devoted to the personal, recreational or social benefit of its members. The Committee reports indicate their intent was to make it clear that social clubs may receive some outside income, including investment income, without losing their exempt status and permit them to derive a higher percentage of gross receipts from the use of their facilities and services by nonmembers than would have been permitted under published Service guidelines. The law allows organizations to receive up to 35 percent of their gross receipts, including investment income, from sources outside their membership without losing their exempt status. Within this

35 percent, not more than 15 percent of gross receipts should be non-member income. Gross receipts are defined in the Committee Reports for this purpose as: ...those receipts from normal and usual activities of the club (that is, those activities they had traditionally conducted) including charges, admissions, membership fees, dues, assessments, investment income (such as dividends, rents and similar receipts) and normal recurring capital gains on investments, but excluding initiation fees and capital contributions.

If the club earns more than is permitted under this law, a facts and circumstances test will be applied. Some facts and circumstances that may be considered are net profits derived from non-member use, the purpose for which a social club's facilities are made available to non-member groups, and the frequency of use of club facilities by non-members.

In the ongoing and protracted litigation involving Pittsburgh Press Club, (five decisions have been reported, three Federal district court opinions (two on remand) and two court of appeals opinions, and the case is currently being appealed on the basis of the lower court's findings of facts being clearly erroneous) the Service sought to revoke the club's exempt status on two bases. First, one class of members paid lower dues than other classes even though all classes had equal access to club facilities and services, resulting in inurement to the former class, and second, a substantial portion of its total gross receipts was from nonmember use of club facilities.

Despite a strong and obvious difference of opinion between the district court and the appellate court in this case, neither one has been willing to go so far as to sustain the Service's proposal to revoke on the basis of the facts available. Although the appellate court seems more disposed

to that view, and has twice sought to have the facts clarified, it has thus far found that (1) use of the club facilities by each membership class was roughly proportional to the dues charged that class, thus there was no inurement and; (2) revenues generated from nonmember sources in the range of 11 to 17 percent of total gross receipts were not, as a matter of law, above the threshold of engaging in business and were not so high that, as a matter of law, exemption under IRC 501(c)(7) must be denied. The Court of Appeals has also stated that other factors should be considered, including the amount of net profits derived from nonmember use of club facilities and services, the purposes for which a social club's facilities are made available to non-member groups, and the frequency of use of club facilities made by non-members. When the percentage limitations of P.L. 94-568 are exceeded, these factors should be considered in the facts and circumstances test.

For the purposes of determining a club's net profits from nonmember use of its facilities and services, the Court of Appeals stated that it is proper to charge costs directly attributable to these activities (variable costs) against the income derived (such as cost of goods sold, salaries of employees while assigned to these activities, etc.). However, the Court stated that all fixed costs - those costs the club's members would have to bear in the absence of the nonmember income - such as rent, depreciation, utilities, maintenance, etc., could not be charged against nonmember income for this purpose. (The Court's reasoning may be found at 579 F.2d 751,761.)

The Court did not expressly sanction this allocation method for any other purpose than determining net profits from nonmember income, and it must be emphasized that the concept of net profits from nonmember income is normally only relevant where a club derives over 15% of its gross receipts from nonmembers, which then requires an examination of all the relevant facts and circumstances.

The proper method of allocating expenses for the purpose of determining tax in cases involving dual use of facilities or personnel is stated in Reg. 1.512(a)-1. Expenses (both fixed and variable as those terms are used in Pittsburgh Press) should be allocated between the two uses on a reasonable basis. The Examination Guidelines Handbook (IRM 7(10)69 - Exhibit 700-1) contains an example of one method that we consider to be reasonable. This is merely an example and is not the only method that can be used.

5. Conduct of an Unrelated Business

The percentage guidelines and facts and circumstances tests apply only to nonmember use of club facilities. P.L. 94-568 does not allow a social club to include income from sources other

than nonmember use of club facilities and investment income within the percentage guidelines, and was not intended to allow a club to engage in activities previously forbidden. While the law was intended to increase the allowance of nonmember income from club facilities, it was not meant to eliminate the prohibition against engaging in nontraditional business. The Committee reports state:

It is not intended that these organizations should be permitted to receive, within the 15 or 35 percent allowances, income from the active conduct of businesses not traditionally carried on by these organizations.

The conduct of a business "not traditionally carried on" by social clubs should preclude exemption. An example of a business not traditionally carried on would be the sale of sporting goods to the general public from a location not physically attached to the club. This has all the characteristics of a business: solicitation of the general public, a recurring activity, and the conduct of an activity unrelated to the exempt function of a social club. Current thinking within the Service, although not yet finalized, is that the phrase "not traditionally carried on" means, in this context, not normally and usually engaged in by social clubs generally (as opposed to the particular club in question).

The Service has ruled that the sale of liquor to members for consumption off the club's premises does not constitute the raising of income from members through the use of the club's facilities and is neither related to nor in furtherance of a social club's exempt purpose. (See Rev. Rul. 68-535, 1968-2 C.B. 219). In the case of *Santa Barbara Club v. Commissioner*, 68 T.C. 200 (1977), that social club's exemption was revoked for the sale of liquor to members for off- premises consumption. These sales exceeded 25% of the club's total gross receipts and the gross profit derived from this service to members was in excess of 7% of the club's gross income from all sources. The court held that by conducting this activity to this degree, the club was not operated exclusively for exempt purposes.

5. Unusual Amounts of Income

The committee reports for P.L. 94-568 state that "where a club receives unusual amounts of income, such as from the sale of its clubhouse or similar facility, that income is not to be included in either the gross receipts of the club or in the permitted 35 or 15 percent allowances." The problem in this area is to define "unusual amounts of income." The Service has allowed a club to sell property which it had obtained in furtherance of its exempt purpose without subjecting it to revocation. However, where an activity is recurring, or the club obtained property with the motive of generating a profit instead of furthering its exempt purposes, then it appears that the resulting income would not be the type of income Congress intended to exclude and would jeopardize the club's exempt status.

6. Discrimination

P.L. 94-568 inserted into the Code IRC 501(i), which provides that an organization exempt under IRC 501(c)(7) is to lose its exempt status for any taxable year if, at any time during that year, its governing instruments or written policy statements contain a provision that provides for discrimination against any person on the basis of race, color, or religion. It had been held in *McGlotten v. Connally*, 338 F. Supp. 448 (D.C., D.C. 1972), that discrimination on account of race is not prohibited under the Constitution in the case of exempt social clubs (although it is prohibited for 501(c)(8) fraternal lodges.) The Committee Reports note the *McGlotten* case and state:

"In view of national policy, it is believed that it is inappropriate for a social club or similar organization described in section 501(c)(7) to be exempt from income taxation if its written policy is to discriminate on account of race, color or religion."

No mention is made in the Committee reports as to the treatment of ethnic clubs and cases involving this issue should be sent to the National Office for resolution as per Manual Transmittal 7(10)G-40 dated March 30, 1979. It should be noted that certain auxiliaries of fraternal beneficiary societies such as the

Knights of Columbus have been properly classified as social clubs. Some may have written provisions in their governing instruments limiting membership to individuals of a particular religion, thus violating the provisions of IRC 501(i). H.R. 5505, a proposed bill currently pending in Congress, would allow these organizations to maintain their discriminatory provisions without consequence, if the fraternal beneficiary society is exempt under IRC 501(c)(8).

7. Dividends Received Deduction

The major reason for the dividends received deduction in IRC 243 is to avoid so-called "double taxation" in corporate taxes on earnings as income is passed from one corporation to another. Income on which the corporation has paid a tax is then taxed to individual shareholders when the earnings are paid out as dividends to them. In the case of social clubs, certain fraternities and sororities and employees beneficiary associations, the tax on shareholders does not apply since the dividend income received by these organizations is not distributed to the members although they reap the benefits in reduced dues or increased services. Since the exempt organization is in effect taking the place of the individual member for tax purposes, the tax applies to these organizations in the same manner as in the case of individual shareholders. The law amends IRC 512(a)(3) (and 277) to provide that the corporate dividends received deduction is not available to exempt clubs in the case of their investment income from corporate dividends, thus making this income taxable as unrelated business income. This was intended as a clarification of existing law, not to imply that such dividends were excludable under previous interpretations.

8. Effective Date

The specified effective date for P.L. 94-568 is for years beginning after October 20, 1976. However, the Committee reports indicate that the changes made as to income from nonmembers and investment sources were intended as a clarification of existing law under the Tax Reform Act of 1969. Despite this language, Treasury has decided that P.L. 94-568 will not be given retroactive effect, as the effective date contained in the statute is not ambiguous and thus governs.

PROCEDURES

Position Descriptions:

Procedure#1: President-JobDescription

Overview/Summary

The COCSD President manages and directs the organization toward its primary objectives by considering the organization's financial integrity resulting from the actions of the previous board and by performing the following duties personally or through board members or volunteers.

- Plans, coordinates, and controls the daily operation of the organization through the organization's executive team and board of directors.
- Introduces and fosters consensus for the organization's current and long range goals, objectives, plans and policies, subject to approval by the Board of Directors.
- Dispenses advice, guidance, direction, and authorization to carry out major plans, standards and procedures, consistent with established policies and Board approval.
- Meets monthly with organization's elected and appointed board members to ensure that the club's business is being executed in accordance with the organization's policies and procedures.
- Oversees the adequacy and soundness of the organization's financial structure. Reviews financial budgets and balances comparing such to established objectives, and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results.
- Establishes and maintains an effective system of communications throughout the organization (personally and by delegation).
- Represents the organization with major stakeholders, members and club sponsors as well as with the media.

Supervisory Responsibilities

Leads the club's Board of Directors while being held responsible for the overall direction, coordination, and evaluation of the club's business.

Competencies

Analytical - Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs and or participates in the design of club processes and procedures.

Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

Project Management - Develops or delegates project plans; Coordinates and/or delegates project management; Participates in discussions about project changes and progress; Ensures that projects are completed on time and within an established budget;

Technical Skills - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

Customer Service - Manages difficult or emotional member situations; Responds promptly to member needs; Solicits member and board feedback to improve service ; Responds to requests for service and assistance; Meets commitments.

Interpersonal Skills - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

Oral Communication - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

Written Communication - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet club and members' needs; Presents numerical data effectively; Able to read and interpret written information.

Teamwork - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

Visionary Leadership - Displays passion and optimism; Inspires respect and trust; Mobilizes others to fulfill the vision; Provides vision and inspiration to peers and subordinates.

Change Management – Builds consensus for developing workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

Delegation – Delegates or participates in the delegation of work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Makes his self or herself available to board members and club members. Provides regular performance feedback; Encourages board members' growth; Solicits and applies member feedback (internal and external); Fosters quality focus in others; Improves processes, events and activities.; Continually works to improve supervisory skills.

Quality Management - Looks for ways to improve and promote club value. Demonstrates accuracy and thoroughness.

Business Acumen - Understands business implications of decisions; Displays orientation to profitability; Demonstrates knowledge of other clubs and competition for members; Aligns work with strategic goals.

Cost Consciousness - Works within approved budget; Develops and implements cost saving measures;

Diversity - Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free and friendly environment; Builds a diverse club membership.

Ethics - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Benefits organization through outside activities; Supports affirmative action and respects diversity.

Strategic Thinking - Develops strategies to achieve the club's organizational goals; Understands the club's strengths & weaknesses; Analyzes market and competition; Identifies external threats and opportunities; Adapts strategy to changing conditions.

Judgment - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Motivation - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.

Planning/Organizing - Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

Professionalism - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

Quality - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own performance to ensure quality.

Safety and Security - Observes safety and security procedures; Determines appropriate action beyond guidelines; Reports potentially unsafe conditions ; Uses equipment and materials properly.

Adaptability - Adapts to changes in the club's member environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

Attendance/Punctuality - Is consistently prompt and present for club meetings ; Ensures leadership responsibilities are covered when absent; Arrives at meetings and appointments on time.

Dependability - Takes responsibility for own actions; Keeps commitments; Commits to long hours of work

when necessary to reach goals.; Completes tasks on time or notifies appropriate person with an alternate plan.

Initiative - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

Innovation - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative approaches and ideas; Presents ideas and information in a manner that gets others' attention.

Leadership Guidelines (President):

President: While the COCSD president's position is not the most difficult or time-consuming Board position, it is undoubtedly the most important in setting a tone for the Club's meetings, and for declaring how the Club functions. to the president should be positive, should smile and appear to be having fun while conducting the Club's business. COCSD is, after all, a social club and the main goal should be having fun. There are a lot of responsibilities to which the Board must remain accountable, but there is no reason why board members can't perform their duties in a positive environment.

The president of any organization leads by setting or helping to set the organization's policies. The president also leads by example. A president who feels that Club participation is important should go out of his or her way to participate in as many Club events as possible. He or she should also encourage the Board members to do the same. Although Board members shouldn't consider themselves to be more important than any other Club member, others will notice their absence at Club events.

For most Club members, a successful year is one where there were a lot of activities that were well organized, fun and safe. In order for that to happen, there must be Board members who are willing to work behind the scenes as well as general membership participation. Therefore, It is not the responsibility of the Board to plan all club events. It is board members' responsibility to see to it that all activities are held in a manner that complies with the Club by-laws, and that are safe for all who choose to participate. And ultimately, it is the president who must make sure that happens.

The size of COCSD makes it relatively easy to fill each month's calendar with a wide range of events and to encourage the number of members needed to volunteer for the Club's charitable events like the club's annual Main Street America car show. It is also important for the president to realize that as the club grows so grows the potential for personality conflicts. It is the president's job to resolve those conflicts as quickly and as fairly as possible. That means sometimes playing the role of psychiatrist, or just listening. It's not always easy to resolve conflict without taking sides or giving the appearance of taking sides. The key is to take the high road, and if possible, involve the Board in determining a course of action. Any COCSD club member should be able to express dissatisfaction with the Board's policies, or the actions of other Club members. However, such dissatisfactions should be communicated in the form of offering constructive criticism. The president and club leaders should have zero tolerance for personal attacks. . Avenues for expressing displeasure must be available to everyone, but the president must make it known that going outside those avenues is unacceptable.

By-Law Responsibilities

It is critically important for a Club president to have a good understanding of the Club's by-laws. It is certainly not necessary to have the document memorized, but the President must have a good idea of what the by-laws include and where to look to find answers to specific questions. You will find that the by-laws will not address every possible scenario. But combined with a little common sense, the by-laws will usually provide a framework for resolving conflict.

The by-laws vest significant power into the hands of the president. Article VII, section 13.5 states "Subject to control of the Board (the president shall) have powers of general supervision, direction and control of business and elected officers". Good presidents will find that they rarely, if ever will need to invoke those powers. By setting a good example, making it clear what you expect from those around you, ensuring that all members are able to voice their opinions without fear of ridicule, and gaining respect, you will be amazed at what can be accomplished. COCSD members are good people who are very willing to donate their time (and money) to support a good cause.

Board Meetings

Perhaps the most significant responsibility of the Club president is to oversee the monthly Board meetings. The president has the duty to keep all discussions positive, constructive and both thorough and to the point. The president should encourage the expression of all views, no matter how unpopular some may seem to be. It is important for the president to remind the Board members that if they have a problem with something the Board has done (or has not done), chances are quite good that others in the general membership will feel the same. By discussing issues at the Board meetings, possible compromises or outright changes may be made or, at least, the issues given adequate consideration so that a logical, deliberated response may be made to any complaint.

How Board meetings are conducted is up to the discretion of the president. Some may prefer the rigid "Robert's Rules of Order" or some version requiring all matters to be presented in terms of a resolution which is then discussed, amended and voted upon. However, with a group as small as the COCSD Board this formality is rarely necessary and can be a considerable waste of time. It is preferable to reach a consensus on issues debated, rather than a "majority rules" up or down vote. Unless a vote is unanimous, there will always be "losers", who may feel that their point of view was discarded. In most cases, a relatively small compromise can result in a resolution that may not make everyone "happy", but one with which everyone can abide. By so doing, the president also makes it clear to the Board members that their input is valuable and will impact the decisions made by the Board. It is the responsibility of the president not only to encourage discussion on how to improve the Club, but to actively participate in that discussion as the mediator of those discussions. The president has significant power to frame or influence the discussions.

Care must be taken to put the Club ahead of any personal gain. It should also be remembered that, with the possible exception of the January "changeover" Board meeting, all Board meetings are open to all members in good standing. Members who are not on the Board and who have taken the time to attend a Board meeting deserve to be given the same amount of input as elected Board members. It is quite

possible that board meeting visitors may contribute a perspective to the discussions not already considered by the Board. This member input is valuable and should be encouraged. This is another good reason to keep official votes to a minimum.

On the other hand, if large numbers of non-Board members participate in Board meetings, it is important for the president to maintain control of the meeting. More input is generally a good thing, but more input usually means more time. Important issues should be discussed thoroughly, but Board meetings should rarely be allowed to run over two and one-half hours. Board meetings that regularly run long will usually end up being poorly attended which is obviously counter-productive.

General Meetings

It should be enjoyable to attend a general meeting. It seems pretty obvious, but we have all attended meetings (not necessarily COCSD meetings) that are way too long and range from boring to tedious. It is not surprising that boring and tedious meetings are not well attended. Although there is nothing in the by-laws about making the general meetings fun, that is a president's major responsibility. The board should discuss the general meeting's agenda to make sure that the meetings will be informative, include club business in which the membership are invited to participate, and should be fun! The club's PR representative should regularly schedule general meeting speakers who can talk about interesting subjects the membership will enjoy. Visual displays, such as DVD presentations of past club events and presentations about the Corvette and COCSD's history can add a "fun factor" to club meetings. Remember, at COCSD there is a club requirement to attend two general meetings, two Club events or one of each before one can apply for membership.

If first-time guests find the general meetings boring, they're not likely to want to attend a second meeting or to attend a Club event. Without new members, club income goes down and COCSD will eventually cease to exist.

Always allow for member input during a general meeting, even if it is nothing more than asking if there is anyone who would like to address an "old business" item, or raise "new business". However, if it is a matter that requires more than minimal discussion, invite the member raising the issue, and all members interested to attend to next Board meeting for a more thorough discussion.

MonthbyMonth-Tasks

The first board meeting, held in early January is probably the most important. It is at that meeting that the president should clearly declare enunciate his or her plan for the upcoming year. That declaration should include the method the president will use to conduct meetings, his/her desire to have participation from every board member, and should also outline the Club's goals for the year. Making those points will usually energize the other board members so they will contribute other ideas that can be further developed throughout the year.

The President should name those who will assume the Board appointed positions as early as possible. These appointed positions include the following listed positions:

- Car Club Council rep.

- Meeting hostess/host,
- Merchandise chairperson,
- National Corvette Museum rep.,
- Photographer,
- Property manager,
- Restoration rep.,
- Sunshine chairperson,
- Technical rep., and
- Webmaster

It has been established club policy that anyone holding an appointed position has "first right of refusal" to fill that position the following year, provided the Board has been satisfied with his or her efforts. Appointees should be asked well in advance of the elections if they are interested in continuing in their role for the following club year. This makes this task much easier, since roughly half of the appointees normally choose to continue.

Establishing the budget for the year should be the third priority for the new Board. It is in this process where the president can also have significant influence. The budget is usually developed by the executive committee, consisting of the president, vice president and treasurer. After the executive committee's deliberations, they present the budget to the full Board for review, debate, modification and approval. In most cases, the budget for the previous year will be a good starting point for developing the new budget. If the previous Board has been diligent, the previous year's budget resolution (Income minus expenses) should make monies available for the new board. You will find that there are several fairly "fixed-costs" the board must accommodate such as the club's meeting room rent. Income should be fairly stable from year-to-year.

The greatest area of discriminatory spending will be on the two big parties thrown by the club every year: the Christmas Party and the Inaugural Party; these can be very expensive events. Depending mainly upon their location, the greatest budget decision the Board must make will be to what extent the club will subsidize the members' cost to participate. At one extreme, the event could be as most other club events, a "pay as you go- scenario" where the Club only covers the cost of entertainment, decorations, and other items not included by the venue and/or caterer. This strategy may mean a relatively low cost to the club, but very high costs for those wishing to attend. The higher the cost, the lower the likely attendance. Most locations for these types of events require a minimum charge, so this strategy may result in the highest costs per attendee, and not save the Club all that much.

The opposite extreme is for the Club to pay all costs, including room rental and dinner costs. This will surely increase participation, but will be very expensive for the Club. This strategy is most likely impossible unless the Board dramatically increases member dues.

It is the responsibility of the Board to strike a balance between reducing Club member out-of-pocket costs and still having a balanced budget. It is clearly irresponsible for a Board to spend dramatically more than the income available, leaving the following Board with a deficit that they must make up. However, there

should never be a situation where the cost of a Club event is so high that a member feels that he/she cannot afford to go. Keep in mind that all members pay dues, and it is their dues that are being spent.

Assigning a planning committee for both annual parties should be another early priority for the new Board. Because of the limited number of locations available having an adequate size for these events, the previous Board may have made a preliminary commitment to a location or locations. Likewise, it may be in the Club's best interest for the Board to make similar commitments for events that will be held after that Board's year of duty. Since such a large portion of the club's expenditures are dedicated to these events, the Board must maintain close

oversight of the committees' decisions, especially those relating to expenses. Assign committee chairpersons monthly committee reports that will be delivered at the Board meetings. Be sure that the committee members understand what the board wishes to spend, and the acceptable range of the cost to the members who participate. It is very easy for committees to get carried away with their plans and drive the costs to both members and the Club beyond acceptable limits.

The by-laws require that certain deadlines must be met. For example, the candidate nominating committee, consisting of three board members and two non-board members must be formed in time to have the names of the committee members published in the October newsletter. Because we will no longer be publishing a newsletter, the committee will need to be listed in the "members only" section of the website. Committee chairpersons and alternate chairpersons (determined by the committee members) must also be listed.

The President should review the by-laws for all pertinent deadlines. He/she should highlight all deadlines and place a note next to them indicating which month the Board must take action to meet the deadline.

The President should review the by-laws for the very specific rules for electing the Board to replace the outgoing board. The most contentious disagreements the club has encountered have resulted from election procedure issues. The by-laws have been refined to clearly describe a fair process for all candidates. The president should follow them to the letter.

Procedure#2: VicePresident-JobDescription

Overview/ Summary: Should the President be absent or otherwise unable to lead COCSD, The COCSD Vice President manages and directs the organization toward its primary objectives by considering the organization's financial integrity resulting from the actions of the previous board and by performing the following duties personally or through board members or volunteers.

- Plans, coordinates, and controls the daily operation of the organization through the organization's executive team and board of directors.
- Introduces and fosters consensus for the organization's current and long range goals, objectives, plans and policies, subject to approval by the Board of Directors.

- Dispenses advice, guidance, direction, and authorization to carry out major plans, standards and procedures, consistent with established policies and Board approval.
- Meets monthly with organization's elected and appointed board members to ensure that the club's business is being executed in accordance with the organization's policies and procedures.
- Oversees the adequacy and soundness of the organization's financial structure. Reviews financial budgets and balances comparing such to established objectives, and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results.
- Establishes and maintains an effective system of communications throughout the organization (personally and by delegation).
- Represents the organization with major stakeholders, members and club sponsors as well as with the media.

Supervisory Responsibilities

Leads the club's Board of Directors while being held responsible for the overall direction, coordination, and evaluation of the club's business.

Competencies

Analytical - Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs and or participates in the design of club processes and procedures.

Problem Solving - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

Project Management - Develops or delegates project plans; Coordinates and/or delegates project management; Participates in discussions about project changes and progress; Ensures that projects are completed on time and within an established budget;

Technical Skills - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

Customer Service - Manages difficult or emotional member situations; Responds promptly to member needs; Solicits member and board feedback to improve service ; Responds to requests for service and assistance; Meets commitments.

Interpersonal Skills - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

Oral Communication - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

Written Communication - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet club and members' needs; Presents numerical data effectively; Able to read and interpret

written information.

Teamwork - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

Visionary Leadership - Displays passion and optimism; Inspires respect and trust; Mobilizes others to fulfill the vision; Provides vision and inspiration to peers and subordinates.

Change Management – Builds consensus for developing workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

Delegation – Delegates or participates in the delegation of work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Makes his self or herself available to board members and club members. Provides regular performance feedback; Encourages board members' growth; Solicits and applies member feedback (internal and external); Fosters quality focus in others; Improves processes, events and activities.; Continually works to improve supervisory skills.

Quality Management - Looks for ways to improve and promote club value. Demonstrates accuracy and thoroughness.

Business Acumen - Understands business implications of decisions; Displays orientation to profitability; Demonstrates knowledge of other clubs and competition for members; Aligns work with strategic goals.

Cost Consciousness - Works within approved budget; Develops and implements cost saving measures;

Diversity - Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free and friendly environment; Builds a diverse club membership.

Ethics - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Benefits organization through outside activities; Supports affirmative action and respects diversity.

Strategic Thinking - Develops strategies to achieve the club's organizational goals; Understands the club's

strengths & weaknesses; Analyzes market and competition; Identifies external threats and opportunities; Adapts strategy to changing conditions.

Judgment - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Motivation - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.

Planning/Organizing - Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

Professionalism - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

Quality - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own performance to ensure quality.

Safety and Security - Observes safety and security procedures; Determines appropriate action beyond guidelines; Reports potentially unsafe conditions ; Uses equipment and materials properly.

Adaptability - Adapts to changes in the club's member environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

Attendance/Punctuality - Is consistently prompt and present for club meetings ; Ensures leadership responsibilities are covered when absent; Arrives at meetings and appointments on time.

Dependability - Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals.; Completes tasks on time or notifies appropriate person with an alternate plan.

Initiative - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

Innovation - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative approaches and ideas; Presents ideas and information in a manner that gets others' attention.

Leadership Guidelines:

In the absence of the President, the Vice President is responsible for presiding over the general meetings and Board meetings and for taking over all other aspects and duties of the President during his/her absence. For this reason, the Vice President should attend as many COCSD meeting and events as possible

The Vice President shall, at each general membership meeting, read monthly birthdays, anniversaries and other relevant announcements.

The Vice President shall introduce all new and returning visitors to the general meeting's attendees.

The Vice President shall be responsible for introducing all new members at the general meeting and providing them with their membership packets

The Vice President is to purchase or make available all awards described in the COCSD Bylaws and/or any other awards deemed necessary by the COCSD Governing Board.

The Vice President should be a member in good standing having paid his/her dues and should support COCSD by attending meetings, special events and rallies. He/She is also expected to try and follow through with new and prospective members, helping to make them comfortable and to feel included in club activities and runs.

The Vice President should prepare a proposal outlining the COCSD awards to be presented at the following Inaugural. The awards may include the four traditional club awards, but are not necessarily limited to these four. The vice president's proposal shall be presented to the Board no later than the (MONTH) Board meeting. The Board shall agree upon the awards program no later than the (MONTH) Board meeting, so that the program may be presented to the membership at the June general meeting and published in the July newsletter. Additional plaques or framed certificates of appreciation may also be considered.

The Vice President should be prepared before the (MONTH) Board meeting to discuss selection of a nominating committee, three (3) Board members and two (2) non-Board members and to choose a chairperson and an alternate. The Vice President should arrange to publish their names in both the (MONTH) and (MONTH) club news on the website.

Also, by the (MONTH) Board meeting, the Vice President should discuss who is to be nominated for the four (4) COCSD awards. Must have a quorum and 51% vote to qualify for an award. The VP and one (1) other Board member will count the votes. Nominees will be presented to the general membership at the Dec. general meeting and published in the Dec. newsletter. The VP and one (1) other Board member will count absentee ballots and membership ballots at the membership meeting. Results to be kept secret until awarded at (MONTH) Inaugural event.

The Vice President shall collect any and all previous award plaques and have engraving done as needed.

Procedure#3: Website Content Editor-Job Description

The Website Content Editor shall upload content to the news and information portion of the club website in an orderly, consistent and bulletin-like manner consisting of but not limited to the following topics: information about COCSD's officers and appointees, awards, nominations, club activities including the advertising of club activities, advertising pages, club news, editor comments, a president's message, news and information about the Corvette and the Corvette Lifestyle, opinion, classified ads.

Website Content Editor is a board position. The Website Content Editor will attend board meetings so that he/she can report on relevant events related to the organization and to stay abreast of the issues confronting COCSD.

It is the goal of the Website Content Editor to have the information finished and posted to the website as soon as practicable. For this reason, articles and information are due to the Website Content Editor as soon as they are prepared.

The Website Content Editor is imbued with editorial discretion and is not subject to review by any other board member or the board itself. Website Content Editor is an elected position; those who disagree with the newsletter's production, opinions, format, content, etc., are free to run for the position.

The Website Content Editor is responsible for negotiating advertising rates and packages for those interested in advertising on the website. Advertising rates are decided in advance by the board upon presentation by the Website Content Editor for approval and published in the newsletter. The fiscal year for the newsletter is the same as the fiscal year for the club (January to December).

Advertisers should be approached to renew ads prior to the beginning of the fiscal year. The Website Content Editor has the discretion to offer advertising space at no charge depending on the relationship of advertisers to COCSD and whether or not charging an advertiser is prudent and consistent with the goals of COCSD and the then acting board of directors.

Procedure#4: Historian-JobDescription

1. Regularly attend monthly board meetings
2. Attend as many COCSD events as possible
3. Regularly attend monthly general membership meetings
4. Gather COCSD information on a monthly basis such as newsletters, flyers, photographs and/or any other club information deemed important to maintaining a historical perspective.
5. Solicit information, memorabilia, and photographs from members and past members that help complete COCSD history.
6. Scan (when possible) and then physically place all of these materials in binders and store them in a place where they can be safely archived in a secure area.
7. Engage in COCSD historical research on an evidential basis in order to answer questions suggested by the Board.
8. Display historical material at special events upon request of the Board.
9. Maintain accountable to all general responsibilities as attributed to all board members, such as providing opinions, engaging in discussions, voting on resolutions or other pertinent information at formal meetings, and providing information to the COCSD membership.
10. Aid other board members in formal duties as necessary.
11. Provide an end-of-year summary of a historical nature to the secretary and Website Content Editor for possible distribution to COCSD membership.

12. Write a short monthly article for the COCSD website that reflects historical interest.
13. Assist and mentor future historians as they become newly appointed.
14. Help maintain a positive and proactive position at board meetings including elements of respectful participatory governance.

Procedure#5: Board Members at Large-Job Description

To assist the board members when asked to:

1. Introduce a new member
2. Assist with COCSD activities
3. Participate in board meetings
4. Help in increasing membership
5. Provide insight and feedback regarding possible changes to any policies and procedures.
6. Take on projects from time-to-time where and when needed

Membership Addition/Retention

1. Continue current recognition program for recruitment
2. Feature new members with photo in newsletter
3. Set Aside “new member” seating area

Procedure#6: Membership Director-Job Description (needs additional detail)

1. Prepare and maintain relevant applications, forms and membership materials for dissemination to guests.
2. Attend meetings and take attendance using attendance sign-in sheets.
3. Archive all attendance and member records with Property manager.
4. Prepare and maintain the membership roster with all applicable contact information.
5. Bill members for dues and maintain database tracking the member’s status.
6. Report the application of new members to the board for board approval when appropriate.

7. Upload current versions of the roster and relevant member information to the website via the webmaster.

Procedure#7: Treasurer-Job Description

1. Prepare the club’s annual tax return or arrange for an accounting firm to have the return prepared.

2. Balance the club's checkbook and categorize all expenses and income so that a balance sheet is available for the Board on demand.
3. Prepare a budget with revenue/expense forecasting based on prior years.
4. Attend regular meetings and organize the raffle.
5. The Treasurer is responsible for the cash box.

Procedure#8: Webmaster-JobDescription

1. Manage the club's website and functionality such that the website shows all of the relevant aspects of the club including but not limited to the club calendar, the membership roster (for members only), the club's purpose and direction, the club's activities and meeting time and location.
2. Update the club's website as required.
3. Integrate functionality with Facebook, twitter, and other social media.
4. Utilize creativity and artistic skill to spotlight the club's look and prestige.

Procedure#9: MerchandiseDirector-JobDescription

1. Advise the board regarding the most saleable items
- Purchase merchandise as stock for resale to the members with board approval.
2. Inventory all stock including costs of stock and any records related to profit and loss.
 3. Attend meetings, display stock and attempt to sell the merchandise.

Procedure#10: ActivitiesDirector-JobDescription

1. Attend meetings and inform the membership regarding upcoming activities and events.
2. Keep an electronic calendar with all activities.
3. Disseminate information about activities and events to the membership.
4. Manage and maintain sign-in sheets for all activities.
5. Distribute and complete the risk and waiver forms available for members who are leading an activity.
6. Make sure the forms are signed by participants in activities and events.

Procedure#11: SunshineChairPerson-JobDescription

1. Interact with members and know the health issues and status of most of the club.
2. Send thank you cards or appropriate notices of gratitude where appropriate and as directed by the board.
3. Responsible for sending out cards for members: get well, sympathy, congratulations, etc.

4. Responsible for sending flowers or gifts as approved by board.
5. Responsible to provide gifts for club members for special occasion dates or as directed by the President with approval from the board.

Procedure#11: PropertyManager-JobDescription

1. Prepare an inventory of all property in COCSD storage.
2. Arrange for storage of valuable property as needed.
3. Meet historian's needs for storage and archival material.
4. Meet Membership Director's needs for storage of records and archival material.

Procedure#11: Secretary-JobDescription

1. Attend board meetings and produce meeting minutes for the board meeting.
2. Attend general meetings and produce minutes.
3. Ensure that the insurance is up to date for the club.
4. Ensure that the corporate formalities are followed and that the club's statement of information is filed as required by the Secretary of State.
5. Assist the board with miscellaneous tasks.

Procedure#11: PublicRelations-JobDescription

1. Interact with media outlets and attempt to garner publicity for COCSD activities and events.
2. Contact guest speakers who can deliver messages at the general meeting. Introduce guest speakers when appropriate.
3. Present COCSD key messages for the Board's approval. The key messages should help communicate to the press COCSD's basic vision, mission and culture;
4. Conduct a vision, mission statement exercise for the Board and/or solicit an approval of the previous board's vision and mission statements.
4. Prepare an electronic press kit that can be sent to local media outlets showing the club's vision, mission, culture and image. Bios for all club leadership should be included as well as descriptions of any and all COCSD annual fundraising events and/or participation, i.e., The St. Patrick's Day parade, MSA, Harbor Fest, etc.
- 5; Develop and regularly pitch media stories about COCSD and COCSD members, the charities supported by the club as well as a description of annual Club activities and events.
6. Develop and present a COCSD crisis communications plan should the club or any of its members experience a crisis with media attention.

7. Regularly interact with other organizations that solicit the club's participation in their events, that partner with COCSD during club sponsored events, and with charitable organizations that benefit from COCSD's donations, events, etc.

8. Request photos from the club photographer showing each Board for the year as well as individual portraits for use in media press kits and/or media releases and for the website.

9. Request photos from the club photographer that reflects the Board's vision, mission, culture and desired Club image.

Suggested topics:

Member information about the following topics might lead to more general membership engagement:

Everything you need to know about:

- Conducting a club "run" or "cruise"
- Presenting a pre-meet
- Hosting an aftermeet (at your home or at a restaurant)
- Participating at a K1 racing event
- Becoming part of the COCSD racing team

What you should expect to do and/or bring to a COCSD or COCSD supported:

- Car Show
- Beach Party
- Pool Party
- Chili Cook-off
- Parade
- Overnight run
- Racing event

All about MSA (Roles and responsibilities)

- Administration
- Marking and Parking
- Marketing and Public Relations
- Food and food sales
- Raffle Booth (donations and booth ticket sales and prizes)
- Security
- DJ
- Radios
- Trophies and T-shirts
- First Aid

