

# MAFA Operations Manual

Version 1.2

Approved February 13, 2023

The purpose of this document is to define the roles and responsibilities of the various members of the MidAtlantic Fiber Association, and to document standing rules, approved policies, and general schedule of events to enable a smoothly running organization, as well as to aid the transition as new representatives and board and committee members join the MAFA community.

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# Code of Conduct

MAFA's mission is the work of many people. Some basic ground rules apply to all MAFA volunteers, whether they play a major, long-term role, or perform a one-time task of a short duration.

- **Treat all board members, volunteers, members, and the public with respect.**
- **Communicate:**
  - Keep up with Basecamp and your email and phone calls.
  - If someone needs information from you, give it.
  - If you're asked to do something, do it (or decline and explain why you can't).
  - Keep the people you work with informed.
- **Participate:**
  - Be informed about MAFA's mission, policies, and programs.
  - Prepare for board and committee meetings by reviewing the meeting agenda and supporting materials.
  - Attend your meetings.
  - Serve on committees and offer to take on special assignments when your capacity allows.
  - Inform others about the organization. Advocate for the organization.
  - Follow all MAFA policies, particularly non-discrimination and conflict-of-interest policies.
- **Do what you have promised to do:**
  - If something happens, and you can't do it, let those you're working with know ASAP. They may be able to cover for you if you let them know soon enough.
  - If you have a leadership role, be available. Let people know about times when you're going to be on vacation or otherwise unreachable.
- **Let it go:**
  - Most decisions are going to be made by consensus. We're going to try to find solutions that will work and that everyone can live with.
  - However, there will be times when the group decides on a different way of doing things. Deal with it and make it work.
  - What matters is the end result. The means to that end are variable and negotiable.

# Role of the Representatives

## Guild Representatives

Guild representatives (reps) are responsible for electing MAFA officers to two-year terms, as defined in the MAFA bylaws. While the officers run the day-to-day activities of MAFA, the guild representatives are the two-way communication link between MAFA and the representative's local guild. They are asked to:

- Share MAFA activities and opportunities with their local guild members.
- Inform MAFA about guild activities so that information can be shared among the region's guilds.

Each guild is entitled to one voting representative. A representative may represent more than one guild. Due to the size of the Mid-Atlantic region, which limits the feasibility of physical meetings, most MAFA business is conducted electronically.

Representative assemblies are held two or three times a year. They consist of:

- A teleconference in September or October.
- A physical meeting at the Maryland Sheep and Wool Festival in May.
- A meeting at the biennial conference, at which officers are elected.

## Responsibilities of the MAFA Representative

- Attend representatives' meetings, or if unable to attend, arrange for an alternate representative to be present.
- Keep the local guild informed about MAFA activities and opportunities.
- Encourage guild participation in MAFA's biennial conference.
- Provide information about the local guild to the MAFA Membership Coordinator.
- Provide information about guild programs and activities to MAFA.
- Supply current membership list to Membership Coordinator by October 1 along with dues payment in even numbered years.

## Term of Office

Per MAFA's bylaws, representatives shall serve for two-year terms, beginning on October 1 of even-numbered years.

# Job Descriptions, Qualifications & Expectations for Members of the Board of Directors

## Desired Skills and Qualifications for all Board Members:

- Be a member of a MAFA guild, or be a MAFA Associate member (for non-officer positions) in good standing.
- Have attended a MAFA conference and/or served as a MAFA rep.
- Held office in a guild or other similar organization.
- Be a team player, willing to share knowledge and expertise and to take advice from others.
- Be willing to compromise, so that the board can govern by consensus wherever possible.
- Be computer literate -- with email, word processing, spreadsheets, with a willingness to learn new technical solutions as needed.

## In addition, all board members are expected to:

- Check email and other project management software regularly and respond within a day or two.
- Be willing to use our project management software (currently Basecamp) to discuss board topics, to track and status actions assigned, and to store files.
- Attend regular teleconference meetings, every month or two.
- Attend the Reps Assemblies.
- Attend and help with the biennial conference.
- Notify board when unavailable or out of town for more than a few days.
- Commit to a two year term.
- Keep records current and return them to the Board of Directors upon completion of one's term or upon resignation.

## President

### Per bylaws, the President:

- Shall have the general duties and powers of a Chief Executive Officer.
- Shall preside at all meetings of the Board of Directors and of the Representative Assembly.
- Shall serve as an ex officio member of all committees except the Nominating Committee.
- May sign contracts and execute agreements upon approval of the Board of Directors .
- Shall perform other duties incidental to the office as designated by the Board of Directors or the Representative Assembly.

### Specifically:

- Makes sure that meetings are conducted in a fair and efficient manner; facilitating group discussion and decision-making, seeking to build consensus so that minority

opinion is not marginalized or discounted. (By tradition, does not cast a vote except to break a tie, although as “ex officio” member of a committee, one is entitled to vote.)

- In consultation with other Board members, appoints chairs of standing and ad-hoc committees.
- Monitors all organizational initiatives and works with Committee Chairs to ensure that work gets done and any personnel issues are handled properly.
- Reviews and approves all expenditures.
- Has final approval over public MAFA documents and website content.
- Sets date and location of all board meetings and provides at least 7 days notice to board members.

### **Recommended skills:**

- Interpersonal skills.
- Organizational and project management skills.
- Meeting management skills.
- Strong written and oral communications skills.
- Computer-literacy: comfortable with email, word processing; willing and able to help with quality assurance of MAFA website; willing and able to learn and use project-management tools.

### **Recommended Qualifications:**

- Have served at least one term in another role on MAFA's Board of Directors.
- Have served at least one term as a guild president, vice-president, or treasurer or held a similar leadership position for another not-for-profit organization.
- Be available to conduct monthly Board teleconferences and to attend live Reps meetings at MAFA Conference and Maryland Sheep & Wool Festival.
- After term of office, be available to attend Board meetings in an advisory capacity as Past President.

## **Vice President**

### **Per bylaws, the First Vice-President:**

- May serve as a committee chair or coordinator, as appointed by the Board of Directors.
- Shall perform other duties as designated by the Board of Directors or the Representative Assembly.
- Shall run meetings in the absence of the President.

### **Recommended skills and qualifications:**

- Have familiarity with MAFA and the Conference.
- Have served at least one term in another role on MAFA's Board of Directors, or on the conference committee.

## **Treasurer**

### **Per bylaws, the Treasurer:**

- Shall keep detailed financial records of the corporation.
- Shall collect dues.
- Shall reimburse expenses that have been approved by the Board of Directors following presentation of proper documentation.
- Shall present financial reviews.
- Shall ensure that tax returns are filed.
- Shall serve as an ex officio member of the Grants Committee.
- Shall perform other duties incidental to the office as designated by the Board of Directors or the Representative Assembly.

### **Specifically:**

The Treasurer is the chief financial manager of the MidAtlantic Fiber Association (MAFA). The Treasurer bears the substantial responsibility for all association's monetary transactions and financial records.

### **Maintains records and pays bills:**

- Maintains detailed, organized records of all financial documents of MAFA.
- Pays all approved bills and expenses in a timely manner.
- Receives all monies collected and deposits funds in an interest-bearing bank account maintained by the association for this purpose.
- Reconciles bank statements monthly.
- Tracks available funds in and disbursements from the Dorosh Fund, Allen Fannin Scholarship Fund, and any other allocated monies.
- Maintains an accurate and itemized account of all receipts and disbursements.

### **Provides reporting and prepares budget:**

- Prepares and presents a written financial update at each monthly Board meeting.
- Prepares an annual financial report for presentation to the Board no later than November.
- Prepares a budget for the coming year, no later than November of each year, with input of the Board of Directors and committee chairs, as required.
- Provides customized reports as needed in a timely manner.

### **Serves as Conference Treasurer.**

### **Provides recommendations:**

- Recommends placement of MAFA reserves in appropriate financial instruments for investment.

### **Ensures compliance with IRS regulations and bylaws:**

- Arranges for a financial compilation by an accountant at the end of odd-numbered fiscal years or prior to a change in the office of the Treasurer.

- Ensures taxes are prepared and filed before the February 15 deadline (i.e. 15th day of the 5th month after the end of our fiscal year.)
- Ensures 1099's are prepared and sent to any contractors, including instructors, who were paid \$600 or more in a calendar year, no later than January 31.
- Creates backup copies of all financial documentation to a designated online storage facility.
- Keeps up-to-date on the rules and regulations governing MAFA.

### **Recommended Skills and Qualifications:**

- Have familiarity with MAFA and the Conference.
- Knowledge of Quicken, QuickBooks, spreadsheet software or has bookkeeping experience; able to use online software for daily management of accounts.
- Able to allocate regular time periods to maintain the books.
- Able to devote more time during several months prior to each conference.
- Able to keep good, well-organized manual and electronic records.
- Knowledgeable about financial operations.
- Able to attend Board, Representative, and Conference meetings.
- Must be skilled in handling large amounts of money.
- Enthusiastic and who can work as part of a team.

## **Secretary**

### **Per the bylaws, the Secretary:**

- Shall send written notice of each Representative Assembly at least 30 days in advance of the meeting to all Representatives and Alternate Representatives.
- Shall take minutes of Representative Assemblies and Board of Directors meetings and distribute said minutes.
- Shall secure meeting sites.
- Shall ensure all legal paperwork is filed and shall perform other duties incidental to the office as designated by the Board of Directors or the Representative Assembly.

### **Specifically:**

#### **Maintains the corporate records, and ensure proper filings are completed:**

- Maintains hardcopy file of minutes and other MAFA documents in a Corporate Book of Records (Incorporation papers, bylaws, tax exemption letter.)
- Maintains and organizes electronic file-systems of MAFA records (corporate records, minutes, etc.)
- Maintains information on current Registered Office, Insurance Company, and Banks.
- Files appropriate paperwork when there is a change of officers:
  - State of Pennsylvania Annual Statement, Form 15-5110, due April 30;
  - Bank accounts;
  - Insurance company for directors liability insurance;
  - Registered Office needs correct contact information for officers.
- Publishes and distributes updates to the Operations Manual made by the Board of Directors.

- Publishes and distributes Standing Rules as approved by the Board of Directors.
- Maintains bylaws, and list of suggested changes for next review.

### **Meeting and Board Support:**

- Ensures reps receive notice 30 days prior to reps meetings (Any board member may send out the notice - President, Secretary, First VP, Membership Chair, etc.)
- Arranges for facility, if needed (includes teleconferencing capabilities.)
- Assists the President in preparation of agenda, as needed.
- Takes minutes and distributes them in a timely fashion, within days to the Board, within 30 days to the representatives after representative assemblies and, as appropriate, to the webmaster for website posting.
- Maintains list of action items, and tracks completion.
- Compiles, distributes and collects ballots (absentee & in-person) for voting.

### **Support to the Conference, as desired by Conference Coordinator:**

- Maintains and updates Conference Procedures Manual to assist future organizers.
- Records and distributes (or posts) minutes of conference planning meetings.
- Maintains master schedule.
- Tracks action items.

### **Other duties:**

- May serve as second signatory on bank accounts to back up the Treasurer.
- May assist Webmaster and Communications VP with web content management.
- Tracks adherence to Personal Vehicle Use Policy.

### **Recommended skills and qualifications:**

- Have familiarity with MAFA and the Conference.
- Computer-literacy with word processing.
- Organizational skills to keep track of documents, actions, and schedules.

## **Appointed Positions**

### **Conference Chair**

#### **Per the bylaws, the Conference Chair:**

- Shall be appointed by the Board of Directors for a two year term when elected officers start their term. Ideally, the incoming Conference Chair will have an opportunity to shadow the current chair through the conference.
- Shall serve as the Conference Coordinator for the biennial conference.
- Shall chair the Conference Committee which shall include other persons appointed by the Conference Chair.
- Shall keep the Board of Directors and the Representative Assembly apprised of the progress and activities of the biennial MidAtlantic Fiber Association Conference.

#### **Specifically, as the Conference Coordinator for the biennial conference:**



- In conjunction with the board, selects the site for the biennial MidAtlantic Fiber Association Conference.
- Selects the team to head the areas of Education, Vendors, Registration, and others necessary to the planning and execution of the Conference.
- Oversees and orchestrates the activities of all committees concerned with the planning of the MidAtlantic Fiber Association Conference.
- Schedules and chairs the regular Conference Steering Committee meetings:
  - Meetings should be held at a regular day and time so that coordinators and chairs can arrange their schedules around the meetings;
  - Meetings may be less frequent at the beginning of the conference cycle, but may increase as the date for the conference nears.
- Uses email, social media, and other asynchronous means of communication to maximize participation and useful input.
- Guides the coordinators and chairs in problem-solving, decision-making, and building consensus and may serve as decision maker if a consensus cannot be reached.
- With the assistance and input of the MAFA Directors (who have legal liability for the organization, and therefore must be involved in financial and policy activities), the Conference Coordinator:
  - Creates and monitors the conference budget;
  - Defines conference schedule and primary events;
  - Approves the conference brochure;
  - Approves advertising, public-relations, and other official marketing communications, including those on social media.
  - The conference coordinator may direct the social-media volunteers to promote certain information or to address problematic social-media conversations;
  - Because most social-media communications are informal, spontaneous, and done by multiple people, including organization fans and others not part of MAFA, the conference coordinator should not feel responsible for or try to control what happens on the social-media channels;
  - Approves conference-related website content.
- Identifies personnel needs across committees and suggests ways of reassigning or acquiring volunteers; helps develop job descriptions for needed tasks.

**Recommended skills:**

- Adept in organization and project management.
- Proficient in personnel management.
- Adroit meeting management skills.
- Solid communication skills.
- Competent computer skills; comfortable with internet communications.
- Competent oral communication and public speaking.

**Recommended qualifications:**

- Served on the conference planning committee through at least one conference.

- Has served in leadership roles, dealing with personnel and project management in business or non-profit.
- Is active in local guilds.
- At the conclusion of their term will be available in an advisory capacity as past conference coordinator.

## **Communications Chair**

### **Per the bylaws, the Communications Chair:**

- Shall be appointed by the Board of Directors.
- Shall chair the Communications Committee which shall include other persons appointed by the Communications Chair.
- Develops strategy and provides leadership to groups and individuals providing messaging to reps and to the greater MAFA community (reps newsletters, social media, website.)
- Shall keep the Board of Directors and the Representative Assembly apprised of the progress and activities of the biennial MidAtlantic Fiber Association Conference.
- Works with webmaster, outside programmers, and graphics designer on an ongoing basis to organize, populate and update the main MAFA website, to achieve educational and support goals.

### **Communications Support to the Conference:**

- Works with webmaster, outside programmers, and graphics designer to organize and populate the dedicated conference website.
- Ensures website information is accurate and updated as necessary.
- Coordinates production of the web-based conference brochure in PDF format with information from Education, Registrar, Grants, Exhibits, Events, Graphic Designer and others.
- Organizes and oversees a digital communication strategy to provide conference attendees with necessary updates and changes during the conference.
- Works with volunteer coordinator and volunteer(s) responsible for onsite conference signage.

### **Marketing Support to the Conference:**

- Develops advertising strategy for the biennial conference.
- Supports the vendor chair in conference marketing--especially the vendor hall--to local area residents.

### **Social Media and Online Posting:**

- Oversees online posts and messaging. This may include, but is not limited to writing and editing content for distribution through online posts, email messages and other communications.
- Provides guidance and support to social media administrators.

### **Main Website - Webmaster:**

- The Webmaster is responsible for maintaining the main and conference websites in good working order through regular scans, backups and monitoring of the servers.
- In addition, the webmaster:
  - Creates WordPress sites for guilds to maintain;
  - Maintains the list of forwarding email addresses for the board and conference committee;
  - Updates the website content;
  - Provides technical assistance and consulting to board and conference committee members on the use of survey software, email applications, storage solutions, etc.

**Recommended skills and qualifications:**

- Have familiarity with MAFA and the Conference.
- Knowledge of social media platforms, communications strategies.
- Writing and editing skills.

## Membership Chair

**Per the bylaws, the Membership Chair:**

- Shall be appointed by the Board of Directors.
- Shall chair the Membership Committee which shall include other persons appointed by the Membership Chair.
- The Membership Committee shall maintain current membership lists of all member guilds as well as the contact information for Member Guilds, Representatives, Alternate Representatives, Member Guild officers and Associate Members.
- Shall keep the Board of Directors and the Representative Assembly apprised of the membership status of the organization.

**Specifically, the Membership Coordinator:**

- Sends out to the guilds the call for renewal in August of every even-numbered year.
- Regularly sends a call to the representatives for updates to the reps and officers list (at least every August, and perhaps more frequently.)
- Collects updates and sends reminders, as needed.
- Maintains updated list of reps and officers for all the guilds.
- Maintains a list of all the guilds with appropriate information: name, location, when and where it meets, size of guild, email address, website address, and ensures the website is updated with this information.
- Coordinates with the Treasurer to ensure correct tracking of dues payments.
- Stores up-to-date information in a location accessible to all board members.

**Recommended skills and qualifications:**

- Have familiarity with MAFA and the Conference.
- Computer literacy with spreadsheets and email.
- Organized and willing to track down details when necessary.

## Grants Chair

### Per the bylaws, the Grants Chair:

- Shall be appointed by the Board of Directors.
- Shall chair the Grants Committee which shall include other persons recommended by the Grants Chair and appointed by the Board of Directors.
- The Grants Committee shall be responsible for the guidelines and application for, the review and approval of, and the distribution of grants by the corporation.
- The term grant applies to awards to individuals as well as to groups (Member Guilds and Associate Members), and may be referred to as scholarships, fellowships, or other applicable terms as well as grants.
- Shall keep the Board of Directors and the Representative Assembly apprised of the grants status of the organization.

### Specifically, the Grants Chair:

- Organizes the Grants Committee, including the MAFA Treasurer, voting *ex officio*, and additional people from member guilds or associate members. Attempts to create a geographically diverse membership on the committee.
- For the Guild grants and the fellowships:
  - Assists with publicizing the grants;
  - Ensures the application forms and website instructions are complete and timely;
  - Collects the applications and fields questions from submitters;
  - Organizes the committee in its evaluation of the proposals;
  - Presents recommendations to the board;
  - Coordinates the awarding and tracking of the grants and fellowships;
  - Provides grant payout instructions to the Treasurer;
  - Arranges for posting of grant reports to MAFA website;
  - Follows record retention policy in relation to grants (7 years.)
- Provides the board with recommendations for additional types of grants or fellowships.

### Recommended skills and qualifications:

- Have familiarity with MAFA and the Conference.
- Facilitation skills for committee deliberations.
- Written communications skills to create publicity, applications, and instructions.
- Ability to track details of grants through the entire process.

## Past President

### Per the bylaws, the Past President:

The immediate past President shall serve in an advisory capacity to the Board of Directors.

## **Nominating Committee**

### **Per the bylaws:**

- The Nominating Committee shall be appointed by the Board of Directors, and shall consist of three persons, none of whom is a member of the Executive Committee (elected officers.)
- The committee may choose its own chairperson.
- The members of the committee shall be appointed after the Officers are elected and shall serve for two year terms.
- The Nominating Committee shall present a slate of officers to the Representatives at the Representative Assembly held in the spring of odd-numbered year.
- At that time, the Nominating Committee shall also present a list of suggested members to serve on the next Nominating Committee.
- The committee may also bring to the attention of the Board of Directors viable candidates for other key leadership positions.

# Board & Conference Schedule

	Board Schedule	Conference Schedule
June/ July, Odd Year	Reps Assembly at Conference or by video or teleconference. Board Elections	Conference
Aug	8/15 - All reimbursement claims for current year due	After-action reports on conference. What worked? What didn't?
Sept	Board meeting, including old and new board <ul style="list-style-type: none"> <li>- New board orientation</li> <li>- Old board - Annual Report - accomplishments, challenges, finances, policies, schedule</li> <li>- New board - Begins development of plan for year</li> </ul> 9/30 - end of fiscal year <ul style="list-style-type: none"> <li>- Treasurer prepares end-of-year books</li> </ul>	Decision on where / when the next conference will be held
Oct	Reps Assembly <ul style="list-style-type: none"> <li>- Report on previous conference and feedback, finances</li> <li>- Annual Report from Outgoing Board</li> </ul>	Begin building conference committee
Nov	Insurance premiums due  Tax paperwork due to accountant (include info on any outstanding liabilities) Board approves 2 year budget  Guild grant applications due	Call for instructor proposals
Dec		
Jan, Even Year	Decision on guild grants: pay part 1 Determine if need to raise dues or change bylaws (Announce in March, vote in May) Secretary finds room/time for May Reps Assembly 1/31- 1099s for previous calendar year due	1/31- Instructor 1099s for previous calendar year due
Feb	2/15 - IRS 990 due (5 mo after FYE)	Workshop Proposals due - Feb 15

Mar		Select workshops Notify instructors
Apr	Secretary files Annual Report to PA	Instructor contracts sent out Draft budget
May	Reps Assembly at MD Sheep & Wool or by video or teleconference	Conference Team in place Decide on events
June		Begin website creation
July		
Aug	Membership Chair - sends renewal notices to guilds and associates	Issue vendor call
Sept	Approve Conference Budget	Announce workshops on website Brochure published
Oct	10/1 - Membership dues due Reps Assembly - Annual Report	
Nov		
Dec		
Jan, Odd-Year	1/31 - Grants applications due Secretary finds room/time for May Reps Assembly	Announce vendors on website
Feb	Decision on guild grants; pay part 1 2/15 - IRS e-postcard due in non-conference fiscal years. In fiscal years with a conference we file 990s via the accountant.	~Feb 1 - Registration opens for MAFA members ~Feb 15 - Registration opens to all
Feb/Mar	Nominations Committee seeks candidates	NLT March 30 - Make decisions on go/no-go of classes
Apr	4/30 - Secretary files Annual Report to PA. Every 10 years re-apply with PA and pay fee, through Harbor Compliance our registered agent.	Site visit to select workshop rooms (NLT 2 months prior) Notify instructors of class status
May	Reps Assembly at MDSW or by video or teleconference - Slate of officers announced	
June/ July	Elections at conference or by video or teleconference	Conference
Aug	8/15 - All reimbursement claims due	8/15 - All reimbursement claims due
Sept	Transition to new board Outgoing Board: Annual Report	After-action reports due

# MAFA Standing Rules (as of 1/15/2023)

Standing Rules may be adopted by a majority vote at any meeting. After adoption, at any future session, they can be suspended, modified or rescinded by a majority vote (per Robert's Rules of Order.) All previously existing MAFA Standing Rules were rescinded by the Board of Directors on 9/22/16.

## **Board Membership (approved 10/3/17)**

- Each member of the Board should serve no more than two consecutive terms in a given office.
- Some continuity of board composition should be sought when a new board is nominated and elected.

## **Removal from office (approved 10/3/17)**

- If the MAFA Board determines a volunteer in charge of a MAFA event or any part of that event is not fulfilling his or her responsibilities as outlined in a contract, job description or the Operations Manual, then the MAFA Board may, by majority vote, intervene and relieve that volunteer of those responsibilities.
- Any resignation or removal from a position on the MAFA Board of Directors or Appointed Positions is effective immediately for responsibility and voting rights. A MAFA Director, committee member, or volunteer who has resigned shall, in a period not to exceed 30 days, turn over all records, receipts, documents and other MAFA-related materials to a member of the MAFA Board of Directors.

## **Membership (approved 10/3/17)**

- Per the bylaws, the Board sets (and reps approve) the membership fee for the two-year membership. Membership dues are due on October 1 of the non-conference year.
- If a guild or associate joins early in an odd year, i.e., at any time before the conference, they pay the full 2 years dues and their membership expires on Sept 30 of the following year.
- If a guild joins or renews at any time after the conference, but before the two-year dues are due, they pay the regular (two-year) dues, and they are then considered paid-up when next the dues are due. In other words, they might get more than two years for their first two-year dues.

## **Documentation**

- Basecamp shall contain our day-to-day working documents and drafts, our conversations as messages, important emails forwarded in, etc. (Approved 10/3/17)
- Google Drive shall contain the final versions of documents of historical record – minutes of meetings; treasurer reports; conference brochures, budgets and evaluation reports; and other major committee reports and recommendations. (Approved 7/25/19)



- Board members are responsible for updating the permanent files in Google Drive for their area of responsibility.(Approved 7/25/19)

### **Conference Rules (approved 10/3/17)**

- MAFA shall provide funds for Conference fellowships. The amount of the fellowships shall be determined by the MAFA Board. Fellowships may cover part (or all) of workshop fees, but not room and board. The Grants Committee shall evaluate the applications and make award recommendations to the Board for final approval.
- MAFA shall provide the Conference Committee with scholarships for all beginning weaving and spinning students. All beginning students shall receive the same amount.
- If necessary, MAFA shall provide the Conference Committee with advance funds for conference-related expenses.
- The Conference Committee shall create a budget aiming for a transfer to MAFA operating funds of approximately \$20K at the end of the conference.
- If the Conference Budget allows discounts for Conference Planning Committee members, Board members shall receive them as well.
- Minors are very welcome at all public MAFA functions. Unfortunately, due to Pennsylvania regulations, MAFA is only able to accept individuals 18 and older in workshops and dorms. (Approved 11/14/19)

## **MAFA Finances**

### **Processing (approved, 10/31/16)**

- Fiscal years run from October 1 to September 30. Expenses for each fiscal year must be submitted no later than August 15. This includes conference expenses. For exceptions, written rationales must be provided to the Treasurer and President no later than August 15.
- Expenses will be reimbursed within 30 days of receipt by the Treasurer.
- The MAFA Treasurer may not dispense cash.
- Invoices should be paid by the Treasurer, not by individual Board members.
  - A copy of the actual invoice needs to be submitted for payment.
  - Discussions about the bill may occur anywhere on Basecamp or via email but final submission of invoice and approval by other Board officers needs to happen in a designated To-Do topic in Basecamp.
- Reimbursement forms and requests for payment of invoices may be submitted as printed or electronic documents. If electronic, approvals may be in the form of scanned or digital signatures or Basecamp comments attached to the request for payment in the To-Do area.
- A second elected officer other than the Treasurer should be a signatory on the bank account. It would be better if this is not the President, since that officer is responsible for signing contracts.

### **Expense Approvals (approved 2/28/18)**

- Per the bylaws, all expenditures require written approval of two members of the Board.
- Approvers should generally be the President and Vice-President, or the President and Conference Coordinator, as appropriate.
- No one may approve reimbursement of his or her own expenses.
- Before anyone uses a MAFA credit card, he or she should obtain prior approval for the expenditure, following the rules outlined above. The Treasurer should also be notified of the expense soon after it has been made and approved.
- Grant and Fellowship disbursements are approved by the Board and not expenditures subject to this policy.

### **Reimbursement Policy (approved 2/28/18)**

- Board, Conference Committee, and other Committee members should be reimbursed for all out-of-pocket expenses related to the support of MAFA. This includes expenses such as mileage and tolls for required travel, payment for necessary software and tools, photocopying or printing documents for meetings.
- Expenses for other volunteers will be dealt with on a case-by-case basis.
- Volunteers are encouraged to submit claims for these expenses, so that MAFA gains a full appreciation of the cost of its activities.
- Claims should be submitted as soon as possible after the expense has been incurred, but in any case, within 60 days.
- Mileage will be reimbursed, at the discretion of the requestor, at either the IRS charitable mileage rate (currently \$.14/mile) or at 50% of the current IRS business standard rate (currently \$.54 1/2 per mile.) (Approved 3/28/18)
  - Any reimbursement over the IRS charitable rate is taxable to the individual, and MAFA bears no responsibility for reporting that.
- The volunteer is responsible for maintaining a written record of each trip, its purpose, and the mileage and other costs incurred, as required by the IRS.
- Printing claims will be paid at actual cost or at the rate of \$.05/page for B&W printing done on one's local printer, and \$.10 per envelope used.
- Preferred method of submission is via a requested action in Basecamp. The request must include a description of and rationale for the expense, the date of the expense, and a copy of the receipt, if appropriate. Alternatively, a paper Reimbursement Request Form may be mailed to the Treasurer.
- MAFA does not permit advance payments.

### **Bequests/Donations (approved 1/15/23)**

- MAFA cannot in any way direct or influence a donor on how to make their donation.
- MAFA can only tell a potential donor their options which currently are:
  - MAFA Recovery Fund (Restricted) – The fund will be available to individuals and non-profit organizations in the mid-Atlantic region that have experienced loss of ability to continue a fiber art/craft or to contribute to the fiber community due to a disaster.

- Allen Fannin Scholarship Fund (Restricted) – The fund provides scholarships to support beginner spinners in MAFA Conference Workshops.
- MAFA Fiber Fund (Unrestricted) – The MAFA board will determine the best use of the funds based on the area of greatest need.
- Donor stipulates how the donation is to be used and the name for the donation, if any. (Restricted or Unrestricted as the donor directs.)
- If a Donor stipulates a purpose or restriction and it doesn't comply with MAFA's mission, we can reject the donation.

## Policies and Procedures

### Personal Vehicle Use Policy

#### MAFA Personal Vehicle Use Policy ([posted online](#))

The purpose of this policy is to promote the safety of volunteers, instructors and students when using personal vehicles for MAFA business.

#### Standards:

1. All volunteers driving on MAFA business must maintain a valid driver's license and insurance on all vehicles they drive. Insurance must meet their state's minimum standards.
2. The volunteer's insurance serves as primary coverage with MAFA's insurance being secondary.
3. The personal vehicle used to transport instructors must be properly maintained and in good working condition.
4. The driver and all passengers must wear seat belts at all times.
5. Drivers shall obey all applicable traffic and parking regulations, ordinances, and laws.
  - a. Drivers who incur parking or other fines while on MAFA business are personally responsible for payment of such fines.
  - b. Drivers who are issued citations for any offense while driving on MAFA business must notify the president of MAFA at [president@mafafiber.org](mailto:president@mafafiber.org) immediately when practicable, but in no case later than 24 hours.
  - c. A driver who is arrested for or charged with a motor vehicle offense for which the punishment includes suspension or revocation of the motor vehicle license while on MAFA business, must notify the president of MAFA at [president@mafafiber.org](mailto:president@mafafiber.org) immediately when practicable, but in no case later than 24 hours.

6. Any driver who is involved in a motor vehicle accident while on MAFA business involving personal injury to any party shall notify the president of MAFA at [president@mafafiber.org](mailto:president@mafafiber.org) immediately. If the accident involves property damage only, the driver shall notify the president as soon as possible, but in no case later than 24 hours after the accident.
7. The driver shall use hands-free equipment when it is necessary to talk on a mobile phone when driving. In no event shall the driver text message or operate any other electronic equipment while driving the vehicle. It is always preferred that the driver park the car in a safe location to receive or make mobile phone calls.
8. No smoking in personal vehicles while transporting instructors.
9. All volunteers requesting reimbursement for transport of instructors must submit the approved reimbursement form, reporting the date, miles driven, tolls, paid parking and purpose of the transportation.

I, \_\_\_\_\_(print name) have read and understand the Personal Vehicle Use Policy established by MAFA. I agree to abide by the provisions of this policy.

In addition, I certify that I have auto insurance in force for any car I might drive on MAFA business, and that this insurance meets the minimum standard for auto insurance in my state.

\_\_\_\_\_  
Driver Signature

\_\_\_\_\_  
Printed Driver Name

\_\_\_\_\_  
Date

## **PERSONAL VEHICLE USE PROCEDURES**

The Personal Vehicle Use Policy was created in 2017 following insurance company direction to place such a policy into place so that MAFA could be insured when volunteers and board members used private vehicles on MAFA business.

Beginning in the spring of 2019, this policy was placed into a form on the MAFA website where board members and committee members could read and sign to confirm their agreement with this policy. See the form [here](#).

The Secretary of the Board is responsible for notifying new board and committee members of this requirement and for ensuring that all individuals have completed the certification.

# Document Retention Policy

## MAFA Document Retention and Destruction Policy ([posted online](#))

*Version 1.2, as amended February 7, 2023*

### I. Purpose

This policy provides for the systematic review, retention and destruction of documents received or created by the MidAtlantic Fiber Association (MAFA) in connection with the transaction of organization business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to ensure compliance to eliminate accidental or innocent destruction of records and to facilitate MAFA's operations by promoting efficiency and freeing up valuable storage space.

### II. Document Retention

MAFA follows the document retention schedule outlined below. Documents that are not listed, but which are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

#### 1. Corporate Records (area of responsibility: Secretary)

##### Permanent

- Articles of Incorporation
- IRS Application for Tax-Exempt Status (Form 1023)
- IRS Determination Letter
- Annual Report to Secretary of State/Attorney General
- State Sales Tax Exemption Letter
- Bylaws (all versions)
- Board Meeting and Board Committee Minutes
- Representative Assembly Minutes
- Board Policies and Standing Rules
- List of officers, by year

##### 7-Year

- Contracts, other than conference contracts
- Correspondence (general)
- Other files explaining major decisions, etc (e.g. Basecamp)

#### 2. Legal, Insurance and Safety Records – (area of responsibility: Secretary)

##### Permanent

- Insurance Policies
- Claims Files (including correspondence, medical records, injury documentation, etc.)

#### 3. Accounting and Tax Records (area of responsibility: Treasurer)

##### Permanent

- Audits and Financial Statements
- IRS 990 Tax Returns
- General Ledger and Journal Entries

## **7 Year**

- Expense Records
- IRS 1099s
- Invoices
- Budgets
- Credit Card Receipts

## **4. Bank Records** (area of responsibility: (area of responsibility: Treasurer)

### **Permanent**

- Check Registers

### **7 Year**

- Bank Deposit Slips
- Bank Statements and Canceled Checks
- Electronic Fund Transfer Documents
- Carbonless Checks
- Reimbursement Requests

## **5. Donor Records and Acknowledgement** (area of responsibility: Treasurer)

### **Permanent**

- Records of Contributions
- MAFA's or other documents evidencing terms of gifts

## **6. Membership** (area of responsibility: Membership Chair)

### **Permanent**

- List of member guilds
- Newsletters

### **7 Year**

- List of representatives, by guild
- List of associate members
- Other information or correspondence with reps

## **7. Conference Records** (area of responsibility: Conference Chair)

### **Permanent Conference Records**

- Historical summary information (location, date, # classes, # attendees, # vendors)
- Conference Brochure

### **7 Year Records - For every conference:**

- List of classes offered and held, # of students in each class
- Budget
- Contracts with instructors and venue
- List of vendors
- After- conference reports
- Feedback forms
- Conference Directory or other list of attendees
- Minutes of planning sessions
- Photos and any related photo releases (Kept in separate Photo Repository)

## **8. Grant and Fellowship Records** (area of responsibility: Grants Chair)

### **7 Years after final payment - For each proposal:**

- Original grant or fellowship proposal, and any subsequent modifications
- Final grantee reports, both financial and narrative, and any photos and photo releases relative to them
- All evidence of any returned grant funds
- All pertinent formal correspondence
- Any invoices, receipts or other documentation used to evaluate compliance with the grant agreement

## **III. Electronic Documents and Records**

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be archived in the appropriate electronic folder.

## **IV. Emergency Planning**

MAFA's records will be stored in a safe, secure and accessible manner. Electronic documents and financial files that are essential to keeping MAFA operating in an emergency will be backed up at least quarterly, and backups will be stored in a location other than that of the original files.

Backup and recovery methods will be tested on a regular basis.

## **V. Document Destruction**

The members of MAFA's Board of Directors are responsible for the ongoing process of identifying the records in their areas of responsibility which have met the required retention period and overseeing their destruction. Destruction of paper financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

## **VI. Compliance**

Failure on the part of volunteers to follow this policy can result in possible civil and criminal sanctions against MAFA and its volunteers. The Board of Directors will periodically review these procedures to ensure that they are in compliance with new or revised regulations.

*This policy has been developed based on a sample provided by the Nonprofits Insurance Alliance Group, [insurancefornonprofits.org](http://insurancefornonprofits.org).*

# Records Management Procedures

MAFA has created an electronic filing system for its historical records. This filing system is currently housed in MAFA's Google Drive team folder named MAFA Archive Drive. All Board members have access to this folder.

Each of the categories of records listed in the Document Retention Policy is assigned a board member who is responsible for ensuring that appropriate records have been stored in the archive, and that any documents due for removal are removed in a timely manner.

Every August, board members should add any appropriate records to the Archive Drive. In addition, any records designated as "Seven Year Records" which have reached their age-limits, should be removed. For example, in 2019, the detailed conference records for 2011 may be removed and destroyed. (Note, there is some information for each conference which is considered permanent, and which should remain with the permanent records.)

Every September, December, March, and June, the Webmaster shall back up the MAFA Team Drive from Google Drive. Every September, December, March, and June, the Treasurer or other account owner shall back up active Basecamp projects to Google Drive.

## Privacy Policy

**Website Privacy Policy** ([posted online](#))

### GENERAL

MAFA respects the privacy of its members and visitors. If you have any questions about the operation of our website, please email [webmaster@mafafiber.org](mailto:webmaster@mafafiber.org)

Our website contains links to other websites. Please note that when you click on one of these links, you may be entering another website, for which MAFA is not responsible. This includes the actual conference registration program used by MAFA.

By using mafafiber.org, you signify your agreement to our privacy policy as stated. Note that this policy may be revised periodically without notice. Please re-read this policy prior to submitting any personal information if you have concerns about how your information is being collected and used.

### COLLECTION OF PERSONAL INFORMATION

Our website collects names, email addresses, and other personal information from visitors only when submitted via one of our online forms, such as a grant or fellowship application, a membership application or a classified ad. This data is used solely by MAFA and is not shared, traded, or sold to third parties.



Under most circumstances, MAFA will not reveal personally identifiable information of individual users. However, MAFA may be obligated to release such information to law enforcement agents in response to a search warrant, subpoena, or other lawful directive. Under certain circumstances, we may be prohibited from informing you that we have received such a request.

Records of grants and fellowships may be made available for public inspection as required by law.

## **USE OF PERFORMANCE DATA**

Our web-server also records IP addresses from all visitors to our site. An IP address is a number that is automatically assigned to your computer when you use the Internet. We use IP addresses to help diagnose problems with our server, to administer our site, to analyze trends, to track user movement, and to gather broad demographic information—all for the purpose of continually improving our website and its content. IP addresses are not linked to personally identifiable information, and their collection is standard procedure in most web-server environments.

We use a tool called “Google Analytics” to collect information about use of this site. Google Analytics collects information such as how often users visit this site, what pages they visit when they do so, and what other sites they visited prior to coming to this site. We use the information we get from Google Analytics solely to improve this site. Google Analytics collects only the IP address assigned to you on the date you visit this site, rather than your name or other identifying information. We do not combine the information collected through the use of Google Analytics with personally identifiable information.

Although Google Analytics plants a permanent cookie on your web browser to identify you as a unique user the next time you visit this site, the cookie cannot be used by anyone but Google. Google’s ability to use and share information collected by Google Analytics about your visits to this site is restricted by the Google Analytics Terms (<http://www.google.com/analytics/tos.html>) of Use and the Google Privacy Policy (<http://www.google.com/privacypolicy.html>). You can prevent Google Analytics from recognizing you on return visits to this site by disabling cookies on your browser.

***Approved by MAFA Board of Directors, 2/3/2018***

## **Non-Discrimination Statement**

### **Non-Discrimination Statement ([posted online](#))**

The MidAtlantic Fiber Association does not discriminate on the basis of race, color, creed, gender, sexual orientation, marital status, personal appearance, age, national origin, political affiliation, physical or mental disability, or on the basis of the exercise of rights secured by the First Amendment of the United States Constitution.

***Approved by MAFA Board of Directors, December 10, 2021***

# Whistleblower Protection Policy

## Whistleblower Protection Policy ([posted online](#))

### GENERAL

MAFA requires officers, directors, and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of MAFA, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

### Reporting Responsibility

This Whistleblower Policy is intended to encourage and enable officers, directors, volunteers, and others to raise serious concerns internally so that MAFA can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, and volunteers to report concerns about violations of MAFA's code of ethics or suspected violations of law or regulations that govern MAFA's operations.

### No Retaliation

It is contrary to the values of MAFA for anyone to retaliate against any board member, officer, or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of MAFA. Anyone who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of their elected or appointed position.

### Reporting Procedure

MAFA has an open door policy and suggests that volunteers share their questions, concerns, suggestions or complaints with their supervisor or a board member. If you do not have or are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the MAFA President. Supervisors are required to report complaints or concerns about suspected ethical and legal violations in writing to MAFA's President, who has the responsibility to investigate all reported complaints. Anyone with concerns or complaints may also submit their concerns in writing directly to the MAFA President. If the issue in question involves the MAFA President, then it should be reported to the First Vice President.

### Compliance Officer

MAFA's President is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The President will advise the Board of Directors of all complaints and their resolution and will report at least annually to the Treasurer on compliance activity relating to accounting or alleged financial improprieties.

### Accounting and Auditing Matters

MAFA's President shall immediately notify the Treasurer of any concerns or complaint regarding corporate accounting practices, internal controls or auditing and work with the committee until the matter is resolved.

### **Acting in Good Faith**

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

### **Confidentiality**

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

### **Handling of Reported Violations**

MAFA's President will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

***Approved by MAFA Board of Directors, January 22, 2022***

## **Conflict of Interest Policy**

### **Conflict of Interest Policy ([posted online](#))**

#### **GENERAL**

A personal or financial interest or involvement in any customer, client, competitor, or supplier of or to the MidAtlantic Fiber Association (MAFA), including outside employment or consulting, is considered a potential conflict of interest. If an officer, director, or key volunteer or any of his or her close relatives (spouse, domestic partner, child, sister, brother, parent, grandparent, or in-laws) has, or is considering having, a personal or financial interest in a customer, client, competitor, or supplier of or to MAFA, the individual must disclose the interest or relationship to the President of MAFA on assumption of duties or at a time when said conflict originates.

Furthermore, an officer, director, or key volunteer may not give or accept gifts, loans, or favors from persons having business relationships with MAFA. The receipt or giving of small gifts or casual entertaining for business purposes, however, is not prohibited. Failure to promptly disclose actual or potential conflicts of interest to the MAFA President may result in discipline, up to and including dismissal. Whenever these issues arise, contact the MAFA

President, to discuss the issue. MAFA reserves the right to determine whether any relationship represents an actual or potential conflict of interest in violation of this policy.

## **1. Purpose**

- a. The purpose of this Policy is to ensure objectivity in decision-making by and on behalf of MAFA and to avoid any conflict of interest or the appearance of a conflict.
- b. A conflict of interest may exist when the interests of any responsible person, director, officer, volunteer, executive staff member, or manager, or said person's immediate family, or any party, group or organization to which said person has allegiance, may be seen as competing with the interests of MAFA.

## **2. Definitions**

- a. Conflict of Interest means a situation in which the interests of a person subject to this policy and the interests of MAFA diverge, or may appear to diverge. Conflicts often arise when there is the potential for such person, their immediate family members, or friends to benefit personally as a result of such person's involvement in a MAFA activity or decision. Conflicts also may arise when such person has outside interests or duties that could possibly influence how s/he acts on behalf of MAFA. Actual impropriety is not necessary for a conflict of interest to arise.
- b. Unless specifically authorized by the Board of Directors, MAFA and its affiliates will not do business with any firm or entity owned or controlled by any member of the Board of Directors, officer, director, or key volunteer, or any member of the immediate family of any such person, in which any such person has a substantial financial interest (any such ownership or control or financial interest referred to herein as a "Significant Interest").
- c. Key volunteers include Conference and Grants Chairs and all members of those committees.

## **3. Policy**

- a. This conflict of interest policy is designed to help directors, officers, and key volunteers of MAFA identify situations that present potential conflicts of interest and to provide MAFA with a procedure that, if observed, will allow a transaction to be treated as valid and binding even though a director, officer, or volunteer has or may have a conflict of interest with respect to the transaction. In the event there is an inconsistency between the requirements and procedures prescribed herein and those in federal or state law, the law shall control.
- b. Each officer, director, or key volunteer shall promptly notify the MAFA President or the Chair of the appropriate committee upon becoming aware that the organization is doing or considering doing business with a firm, business, or guild in which said officer, director, or key volunteer has a Significant Interest.
- c. In addition, each officer, director, or key volunteer shall disclose to the MAFA President and appropriate committee chair the name of any MAFA guild of which they are an officer or voting member. Such persons will not participate in discussion or voting on any decision or recommendation within MAFA which directly impacts those guilds. Non-voting membership in a guild, sometimes designated as

“associate” or “distance” membership, for the purpose of receiving communications from that guild, is not guild membership for the purpose of this policy

- d. In the event it is unclear that a conflict of interest exists, the individual with the potential conflict shall disclose the circumstances to the MAFA President. The matter shall be resolved by a vote of the MAFA Board. Any interested director shall abstain during such vote and be absent from any discussion and vote.
- e. Anyone subject to this policy may not use for personal gain, or other unauthorized use, any privileged information acquired in connection with their MAFA activities. (The term "privileged information" includes, but is not limited to, knowledge of forthcoming programs, purchase decisions, or selection of vendors or contractors in advance of official announcements.)

#### **4. Procedure**

- a. Each officer, director, or key volunteer shall complete a Conflict of Interest Statement at the beginning of every 2-year term, or whenever they enter into a board or key volunteer position.
- b. Officers, directors, or key volunteers will disclose any Significant Interest in any firm or business or guild with which MAFA is considering doing business.
- c. After full disclosure is made, the Board shall have the discretion to authorize MAFA to do business with the contractor, vendor, or guild, but only after first approving the terms and conditions of the contract or fee. Any interested officer shall abstain during such vote. Recommendations must be documented and recorded in usual manner, e.g., meeting minutes.
- d. The director or any other person reporting a conflict that involves themselves or a close family member and attending said meeting, shall leave the room, online conference or teleconference during the discussion in which the Board or Committee is meeting and shall not participate in the final deliberations or decision regarding the matter under consideration. However, that person must provide the Board or Committee with any and all relevant information.
- e. The Minutes of the meeting of the Board or Committee shall reflect that the conflict of interest was disclosed and that the interested person was not present during the final discussion or vote and did not vote.

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### **CONFLICT OF INTEREST STATEMENT - WEB FORM**

By submitting this form, I, the undersigned, associated MidAtlantic Fiber Association (“MAFA”) in a capacity of officer, director, or key volunteer, represent that as of the date specified below my principal employment is as listed below and that I have no interest that would cause an actual or apparent conflict of interest with MAFA, except as noted below.

I do further specifically represent that I have no outside commitments, personal or otherwise, that would divert me from my duty to further the interest of MAFA. All

information that might be deemed relevant to any apparent conflict of interest is listed below.

I have not and shall not, except on behalf of MAFA, accept, or be the beneficiary of, any fee, brokerage, gift, or other emolument because of any investment, loan, deposit, purchase, sale, payment or exchange made by or for MAFA, except as otherwise permitted herein.

I declare that I will inform the President (or, in the case of the President, the Board of Directors) of MAFA, in writing, of any material change in my above-noted status, during my continued volunteer or contracted service with MAFA.

This conflict of interest statement is submitted for the fiscal year ending September 30, \_\_\_\_\_.

My current principal employment, if applicable, is as follows:

Employer & Address (city, state only)	Position
_____	_____
_____	_____

Information that the Board may deem relevant in reviewing this statement is as follows:

I also hold the following positions with the corresponding companies and am a member and/or officer of the following guilds:

Date

Name

***Approved by MAFA Board of Directors on Basecamp January 22, 2022***

# Resources

## Zoom Accounts

MAFA has one or more paid Zoom accounts for use by the board, committees, and member guilds. The Secretary acts as the Zoom administrator and schedules all meeting requests. The Conference committee also has an account which only goes on paid status when the volume of Conference meetings requires it. Zoom account information is in the [Digital Asset Inventory](#).

To encourage full participation by all member guilds, whenever possible Reps meetings should be held by video or teleconference.

## Basecamp

MAFA uses Basecamp as a project management system. Depending on the new user's role, he or she will be granted access to projects aligned with that role. For example, conference team members will have access to the 'YEAR' Conference project. Board members will have access to the MAFA Board project.

- User access is:
  - Associated with your *personal* email account (not the @mafafiber.org account referenced in the Google Workspace discussion below) and
  - Is role-based
- Log in can be by phone, tablet, or browser. Download the appropriate app for phones and tablets, as desired.
  - Access Basecamp at: <https://3.basecamp.com>
- Short overview:
  - Pings: For short, personal communications. Can be restricted to a single person or a small group.
  - Message Board: Typically open to everyone in that section of the project. Beware of changing topics in the middle of the thread--or asking someone to do something. The search tool is good, but it can be difficult to find the request.
  - To-Do's: This is a place for identifying and/or requesting something to be done, assigning it to a person or persons, adding a due date and providing more information. Using this for a large group of people is not appropriate because as soon as one person completes his/her portion of the task and ticks the box 'completed', Basecamp identifies the task as done.
    - If you want to assign multiple people to a cooperative task, it is best to make a separate To-Do for each one. (Alternatively, the owner can advise the group not to tick the box, but then the owner is responsible for completion.)
  - Docs & Files: Repository for documents, images, etc. for a project.

- Forwarded Email: Sometimes we correspond with people outside the MAFA circle, but want to ensure that the process is recorded. Users can forward an email to any Basecamp project section.
- Campfire: Not used for MAFA business, but compare it to a water cooler conversation.
- Initial setup
  - After getting into a Basecamp project for the first time, you may want to set up your notification preferences. To do that, click on the icon of your initial in the upper right hand corner of the screen. Then read about and select how and when you wish to be notified.
  - Note, you do not have to add everyone to every conversation. Users can see and find conversations in which they were not initially included (except for pings, which remain private to invited parties.) Users may receive the messages if they choose to get notified about all messages, or they can look at the menu items and see anything they have missed.

## Google Workspace

MAFA uses Google Workspace for email and online work sharing using (mainly) Google Docs, Spreadsheets, Forms, and Drive.

- New board members and conference committee members will be assigned a MAFA email with an address of <job-responsibility@mafafiber.org> (e.g., [president@mafafiber.org](mailto:president@mafafiber.org)) and will receive an email inviting them to log in with a temporary, system-assigned password.
  - They will need to change the password when they log in. (If they didn't, just advise us and the admin can reset the temporary password and repeat the initial process.)
- This email is also associated with one's role. In other words, the conference team has access to all things conference-related.
- To access Workspace, log in at <https://workspace.google.com/> (Sign in at upper right hand corner)
- Use the apps (next to your ID in the upper right) to access
  - Note that this account includes a personal Google Drive, but you also have access to the Shared or Team Drive. (Menu, Left).
  - Click on Shared or Team Drive to access MAFA documents, spreadsheets, forms, photos, etc.
  - MAFA Archive Drive is accessible to Board members, and contains a repository of all of our historical documents
- Email access: You can access your MAFA email account online (as above) or you can forward it to your local client (desktop, tablet, phone) and use it as one of your regular email accounts. Just set it up as you have done with your other email account(s), that is, go to Settings, add the network, your email address and password.



- Google Drive is now the storage location for MAFA's historical files (in the Board's MAFA Archive folder), as well as the major location for shared working files.
- Note: In the past, MAFA has used Dropbox as a repository for shared files. As of 2019, however, we have moved away from Dropbox and expect all our permanent files to be resident in Google Drive.
  - Dropbox may continue to be used on an ad-hoc basis, for example, for sharing files with others outside of our organization, but it is no longer considered to be a MAFA repository of record.

## **Free Conference Call**

See the Digital Asset Inventory for login and instructions if conference calling is needed.

# Revision History and Discussion

**Version 1.2 - February 13, 2023:** Revision to incorporate board restructure per bylaws update November 2022.

## Historical Perspective/Rationale

For MAFA's first 30 years or so, the Vice-President's role was defined as: running meetings in the absence of the President, being the person designated to step into the role of President in the event of a vacancy, and performing "other duties." Since "other duties" was vague and rarely assigned, the vice president functionally lacked a useful role. In 2016, the bylaws were revised to address issues involving having two Secretaries (Corresponding and Recording) and a Vice President with "nothing to do," and the VP was put in charge of communications (partly because the Corresponding Secretary role was being discontinued and partly because the individual standing for VP at the time had a great deal of skill and professional expertise in communications.)

In time, it became clear that equating the VP role with Communications wasn't an ideal solution either. As an all-volunteer organization, MAFA and its Board need to be flexible. It makes more sense to craft roles to fit the skills and interests of the people who are capable and eager to serve rather than to find individuals who match an arbitrary checklist.

The 2022 revisions to the bylaws and operations manual reflect MAFA's desire to maximize its ability to tap into the interests and strengths of those who are serving in leadership roles. The Vice President is *expected* to serve as a Committee Chair or Coordinator. This may be a continuation of a previously held position or a new role.

Should a vacancy occur, including in the presidency, the members of the Board will work together to determine who should shift into or be appointed to that role. The hope is that being able to do this will minimize disruption to the organization and will ensure that Board members never find themselves in the position of being required to, for example, drop the job of coordinating the conference because they need to become President.

**Version 1.1 - March 31, 2022:** The Board approved updates to the Operations Manual in late-March to add various best practices policies that we are usually asked about during our biennial compilation—non-discrimination, conflict of interest, etc. Bylaws, Standing Rules, and Operations Manual are linked from the MAFA Admin page under About Us on the website: <https://mafafiber.org/about-us/mafa-admin/>.

**Version 1.0 - Approved July 25, 2019**