



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL BOD Chairperson**

The Board Chair will support and sustain the work of ECCL and provide governance leadership and strategic fundraising support.

### Specific responsibilities include:

- Leadership, governance, and oversight
- Being a trusted advisor to the President as s/he develops and implements ECCL's strategic plan
- Developing and managing relationships and communicating with funders, community partners, Village Councilpersons, Lee County Officials and other stakeholders
- As a board member, approving ECCL's annual budget, reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities
- Reviewing outcomes and metrics created by ECCL for evaluating its impact, and regularly measuring its performance and effectiveness using those metrics
- Coordinating an annual performance evaluation of the President
- Recruiting board members
- Periodically consulting with board members on their roles and helping them assess their performance
- Planning, presiding over, and facilitating board and committee meetings; partnering with the President to ensure that board resolutions are carried out
- Acting as an ambassador for the organization
- Ensuring ECCL's commitment to a diverse board and staff that reflects the communities ECCL serves

### Fundraising

- In collaboration with the President, generating substantial annual revenue and fostering ECCL's overall financial health
- Identifying, qualifying, cultivating, soliciting, and stewarding major individual donors, corporations, and/or foundation gifts

### Board terms

ECCL's Board Chair (and board members) will serve a three-year term to be eligible for re-appointment for one additional term. Board meetings will be held quarterly.

## Qualifications

This is an extraordinary opportunity for an individual who is passionate about the success of ECCL's mission as a community of advocates who volunteer to protect and enhance the quality of life in the Estero area and has a track record of board leadership. The Board Chair will have achieved leadership stature in business, government, philanthropy, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing board members.

### Ideal candidates will have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector
- Track record of building credibility in the funding community that has resulted in major gifts to a nonprofit
- A commitment to and understanding of ECCL's beneficiaries and mission preferably based on experience
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Excellent written and oral communication skills coupled with a natural affinity for public speaking
- Personal qualities of integrity, credibility, and a passion for improving the lives of ECCL's stakeholders.
- Service on ECCL's board of directors is without remuneration, except for travel, and accommodation costs in relation to board members' duties.

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL Chief Financial Officer**

Reports To: President

Executive Management Team Member

Reporting to and partnering with the president, the Chief Financial Officer (CFO) will set ECCL's financial policy and direction while also being an active participant in the organization's overall strategy. She or he will lead all financial administration and budgeting. As a member of the Executive Management team, the CFO will work closely with Finance Committee members and Board of Directors as appropriate.

### **Responsibilities of the CFO:**

#### Strategy

- Partner with the president and Chief Operating Officer (COO) on all operational and strategic issues as they arise; provide strategic recommendations to the president and COO based on financial analysis and projections, cost identification and allocation, and revenue/expense analysis.
- Participate in the ongoing strategic planning process as an integral member of the EMT.
- Oversee long-term budgetary planning and cost management in alignment with ECCL's strategic plans.
- Engage the finance committee around issues, trends, and changes in the operating model and operational delivery.

#### Financial and Operational Management

- Oversee budgeting, and the implementation of budgets, to monitor progress and present operational metrics both internally and externally.
- Ensure that financial record systems are in accordance with relevant financial principles and monitor the use of all funds.
- Oversee the preparation and approval of all financial reporting materials and metrics for the board of directors; prepare and communicate monthly and annual financial statements.
- Manage cash flow and forecasting; direct all financial, project-based, and departmental accounting.

- Oversee the maintenance of all contracts
- Oversee the collection of all revenue and all expenditures.
- Coordinate any audit activities.
- Review all finance related procedures, processes, and administration, recommending and implementing improvements to the systems to maximize internal controls.

#### Team Management

- Develop and manage volunteer staff; guide larger multidisciplinary teams outside of the direct span of control.
- Engage other members of the EMT to facilitate cross-department collaboration that ensures that all financial solutions positively support ECCL's evolving strategy, operational delivery, and data collection needs.
- Provide guidance on attracting and developing key team volunteers for ECCL.

#### Administration

- Prepare and file all necessary tax returns on a timely basis.
- Assure compliance with Department of Agriculture requirements and prepare and file all requisite reports on an annual basis.
- Prepare and file all requisite Lee County and Florida reports, and pay related fees on a timely basis, e.g., Lee Business Tax, Sunbiz, etc.
- Review and approve all contractual obligations.
- Assure adequate commercial insurance including coverage for D&O, liability, etc.
- Maintain relations and coordinate financial activities with 501(c)(3) organizations.

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## ECCL Chief Membership Development Officer

Reports To: President

Chief Membership Development Officer

The Chief Membership Development Officer (CMO) is a senior executive tasked with overseeing the operational and membership development functions of the ECCL. Reporting to the President, the CMO is responsible for addressing the needs of ECCL membership, including service delivery, recruiting, and retaining members in accordance with ECCL by-laws and policies. The role is also responsible for developing relationships with the Village of Estero, Chamber of Commerce, Estero area businesses, and not-for-profit leadership to understand how members may contribute to problem resolution and meet their needs and seek membership growth opportunities.

Roles and Responsibilities:

- Responsible for member recruitment and/or retention
- Responsible for providing clear expectations to members regarding their roles
- Responsible for identifying and developing programs to involve, develop, engage and manage members
- Develop and maintain a membership development plan that assures continued growth through proactive recruiting
- Promote the value of ECCL membership
- Liaise with potential Estero area organizations and encourage them to be members
- Develop and implement a plan to recognize member milestones, such as certifications, anniversaries or awards
- Develop and implement a member retention program
- Revise membership benefits and value on a regular basis
- Develop and implement membership welcome and support plan
- Answer general membership inquiries; respond to member/non-member information inquiries and other requests for assistance
- Maintain and update membership records
- Provide member updates to the EMT
- Coordinate the production and distribution of timely membership reports

- Assist in the development, execution, and administration of a membership satisfaction survey
- Ensure that members are aware of available services
- Work with the CCO to develop a plan to implement outreach to the community including commercial, not-for-profit and other professional associations about membership

5/25/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## ECCL Board Director

ECCL is a community of advocates who volunteer to protect and enhance an outstanding quality of life in Estero through compelling communication, creating connections, securing and maintaining positive community relationships and cultivating change. A board member's primary function is oversight and to support and promote the ECCL's vision, mission, and values.

As the highest leadership body of the ECCL, board members are responsible for:

- Providing long-term focus and identifying critical community issues
- Following the organization's bylaws, policies, and board resolutions
- Disclosing potential conflicts before meetings and actual conflicts during meetings
- Maintaining confidentiality about all internal matters of ECCL
- Supporting and overseeing changes to the vision, mission, and purposes of the organization
- Selecting and evaluating the performance of the President
- Reviewing Strategic and organizational planning
- Ensuring strong fiduciary oversight and financial management
- Fundraising and resource development
- Monitoring ECCL's programs and services
- Enhancing ECCL's public image
- Assessing its own performance as the governing body of ECCL

Each individual board member is expected to:

- Know the organization's vision, mission, policies, programs, and needs
- Faithfully read and understand the organization's financial statements
- Serve as active advocates and ambassadors for the ECCL and fully engage in identifying and securing the financial resources
- Develop strategic partnerships, e.g. Conservatory of Southwest Florida, Chambers of Commerce, Audubon Society, necessary for ECCL to advance its mission and goals
- Maintain solid, working relationships with the Village Council and staff
- Leverage connections, networks, and resources to develop collective action to fully achieve ECCL's mission

- Help identify personal connections that can benefit the organization's fundraising and reputational standing and can influence public policy
- Prepare for, attend, and conscientiously participate in board meetings

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL Chief Communications Officer**

Reports To: President

Executive Management Team Member

The Chief Communications Officer (CCO) plays an integral role in promoting the ECCL. The CCO holds ultimate responsibility for the ECCL's communications activities and oversees the development and delivery of a fully integrated communications plan and strategies for the organization and will lead and participate in the execution of that plan.

Essential Job Functions: Communications Strategy, Vision, Foresight and Leadership.

### **Responsibilities of the CCO:**

- Work closely with the Executive Management Team to define communications materials and programs.
- Continuously improve digital marketing program assists in developing new clients.
- Serves as the spokesperson for the ECCL, as directed by the President and/or the COO from time to time
- Oversees and approves communications budgets.
- Development, implementation, and management of the ECCL Brand strategy and the marketing and communications strategy for new and existing programs advocacies, events, and selected efforts.
- Working closely with the ECCL's Committees; supporting them in meeting their goals and objectives by providing them with appropriate tools, materials, and presentations.
- Create a brand/communications /public relations strategy that will support executive and board leadership to cultivate and enhance meaningful relationships with targeted, high-level external audiences, including the media, public officials and key influencers
- Identify challenges and emerging issues faced by the community and ECCL organization. Work with the Executive Management Team and staff to recognize internal and external communications opportunities and solutions and define and execute appropriate strategies to support them.
- Oversee all traditional and digital copy intended for public consumption to ensure its alignment with the strategic communications plan.
- Oversee content and increase audience engagement on ECCL's social media channels.

- Oversees and provides leadership to the Communications Committee
- Serve as the lead point person on media interactions that help promote and/or impact the ECCL and actively cultivate and manage press relationships to ensure coverage of ECCL issues of strategic importance to ECCL's programs, special events, public announcements, and other projects
- Recommend selection of and manage relationships with any communications related vendors or consultants
- Team Development/Management
  - Promote a culture of high performance and continuous improvement that values learning and a commitment to quality
  - Mentor and develop volunteer staff using a supportive and collaborative approach on a consistent basis

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL Chief Operating Officer**

Reports To: President

Executive Management Team Member

The Chief Operating Officer (COO) is a senior executive tasked with overseeing the day-to-day administrative and operational functions of the ECCL. The COO reports to the President and is second-in-command within the ECCL.

The COO monitors all departments. The COO is responsible for monitoring the execution of the ECCL's plans at the Department level. The key word in the title chief operating officer is "operating," because the COO oversees and makes sure the day-to-day operations of the organization run smoothly. And because the COO is responsible for directing multiple departments, the COO must be a resourceful problem solver and must possess strong leadership skills.

A member of the Executive Management Team, the COO participates in long-term strategic planning meetings. The Executive Management Team helps develop operating strategies to attain ECCL goals. In these meetings, the COO will provide detailed information to team members regarding the performance capabilities of each department, which he has learned through regular meetings with department heads and has a good understanding of the financial status of the ECCL.

### **Responsibilities of the COO:**

- Monitoring: The COO monitors department expenses and supports and ensures each department stays on track to meet its goals and understands its role in relation to the other departments and the ECCL's mission. For example, if the Transportation Department and Environmental Department needed the communications department's help on projects, the COO would make the call as to which department communications would help first.
- Works closely with the president and compliments the talents of his/her talents and capabilities.
- Financial Responsibilities: The COO works with the CFO to balance the budget and prioritize resources.

- Decision Maker: Formulates policies and planning recommendations for the Board and decides or guides courses of action in operations by staff.
- Manager: Oversees operations of the ECCL, implement plans, and manages resources
- Serves as the internal leader of the organization:
  - Leads the performance management process that measures and evaluates progress against goals for the organization
  - Provides for all staff a strong day-to-day leadership presence and supports an open-door policy among all staff
  - Serves as second-in-command to the President and as a member of the Executive Management Team
  - Participates in the strategic planning process
  - Implements strategic plans
  - Oversees all operations ensuring that all business operations are running efficiently and effectively.
  - Establishes productive working relationships between and among the EMT, President, and the BOD to ensure that the ECCL operates productively.
  - Provides oversight for ECCL's operating budget.
  - Works with the president to build and cultivate a high-performing senior leadership team and plays an active role in attracting, retaining and developing a best-in-class volunteers
  - Participates in identifying and cultivating corporate, individual and foundation sponsors
  - Cultivates excellent relationships with local, state and business representatives
  - In the absence of the president, serves as a public representative of the ECCL.

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL Executive Management Team**

### **FUNCTION SUMMARY:**

The Executive Management Team (EMT) is comprised of the President, Chief Operating Officer, Chief Financial Officer, Chief Membership Officer and Chief Communications Officer. The role of the EMT is to implement the President's fiduciary, strategic, and generative plans, policies, and decisions consistent with the ECCL's Vision, Mission and Guiding Values. The EMT reports to and supports the President and engages in decision making between Board meetings (or in urgent and crisis circumstances). The EMT is responsible for implementing the Presidents directives consistent with the directives provided by the Board of Directors.

### **KEY RESPONSIBILITIES:**

- Meet regularly with the President to provide support and counsel on executive decisions.
- Consult with the CFO regarding monthly financial statements, organizational filings, and proposed contracts.
- Create and sunset EMT Councils, Committees, and ad hoc Task Forces.
- Appoint chairs and members of ECCL Councils, Committees and Task Forces, considering the recommendations of those Councils, Committees and Task Forces. Fills other volunteer positions necessary to ensure optimal performance of the organization in its execution of the Strategic Plan and other Board directives.
- Assist the Board Chair and President in establishing agendas for Board meetings with input from the full Board.
- Monitors and evaluates progress toward strategic goals and initiatives and provides counsel to the President regarding the same, to include timely presentations to the full Board.
- Led by the President, oversee the day-to-day implementation of the Board's policies and ensure that appropriate governance systems are established and maintained.
- Periodically meet to discuss the charge of Councils or Committees. Have substantive conversations about the role of Councils and Committees.
- Perform an assessment of Councils and Committees at least once every three years to ensure maximum utilization of their potential and function within the organization.

Approved by the BOD 5/23/19



ESTERO COUNCIL OF  
COMMUNITY LEADERS

## **ECCL President**

The President, reporting to the board of directors, is the singular organizational position that is primarily responsible to carry out BOD policies and strategic plans as established by the board of directors. The President sets the direction and oversees the operations of the ECCL and assures the organization and its mission, programs, and services are consistently presented in a strong, positive image to relevant stakeholders.

The President is the chief spokesman of the ECCL and develops working relationships with civic, local, Village, County, and State executives and influencers. The President is responsible for managing the organization. Excellent relationship building, analytical and communication skills are essential. Working knowledge of business management, finance, communication, service delivery, and any other related knowledge is helpful. Sound knowledge of human resource management is also helpful as he/she manages volunteers.

The President directs and is supported by the Executive Management Team (EMT)

### **Responsibilities of President:**

- Provides inspirational leadership and direction to ECCL leadership and ensures the continued development and management of a professional and efficient organization
- Establishes effective decision-making processes that will enable ECCL to efficiently and effectively achieve its long- and short-term goals and objectives.
- Appoints the COO in consultation with the Board of Directors and oversees and manages the EMT.
- As an ex-officio member of the board of directors maintains open communications to the board of directors and reports any significant information to the board. Serves as an ex officio a member of all board committees, except the nominating committee.
- Conducts and supports the administration of the board.
- Informs the board members regarding any changes or the organization's current status and advising other members on the most preferred resolutions and strategies to meet their goals and objectives.
- Advocates / promotes organization and stakeholder change related to organization mission and looks to the future for change opportunities.

- Assesses the importance of potential opportunities or threats of Village, local, county or state policy changes affecting the needs and desires and quality of life of the residents of Estero.
- Identifies important issues or problems and collaborates with credible sources of information and research to fully understand the issue and potential problem resolutions and develops the most effective approach and strongest compelling case and advocacy position.
- Identifies develops and implements the best approach and strategy for gaining support for the ECCL's position on matters that affect the quality of life for Estero residents
- Identifies and recruits key influencers that can support the ECCL's position on threats and opportunities and determines the most effective approach to key decision makers.
- Develops communications approaches to best achieve public and government support for ECCL's position on issues.
- Maintains a positive and ideal image to the public about the ECCL organization and preserves a strong reputation to effectively manage relationships with individuals and organizations that contribute positively to the ECCL.
- Collaborates with the board to refine and implement strategic plans while ensuring that the budget, staff, and priorities are aligned with ECCL's core mission and vision.
- Cultivates a strong and transparent working relationship with the BOD and ensures open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals.
- Helps build a diverse and inclusive board that is representative of the community, that is highly engaging and willing to leverage and secure resources.

Approved by the BOD 5/23/19

# DRAFT BYLAW CHANGES

## ESTERO COUNCIL OF COMMUNITY LEADERS, INC.

Amended – June 8, 2019

### ARTICLE I – NAME & PURPOSE

Additions are underlined

~~Deletions are stricken through~~

Section 1 **Name** The name of the organization shall be: Estero Council of Community Leaders (hereinafter, “ECCL”).

Section 2 **Purpose**. The purposes for which the corporation is organized are: to provide a forum to learn about, discuss and take action on, ~~if appropriate,~~ major issues and developments affecting the growth and quality of life in Estero, including but not limited to: (a) satisfying Estero's infrastructure needs; (b) representing Estero's interest on major development projects; (c) organizing committees to represent individual communities or organizations affected by proposed projects; (d) assessing Estero’s long term needs and promoting projects that address those needs; (e) facilitating information dissemination to Estero communities and organizations through their representatives and each community's or organization's communication media; and (f) assisting leaders of Estero communities and organizations to inform and involve their members regarding the preceding matters. These activities are limited to those for any lawful purpose or purposes which are not for pecuniary profit and are not specifically prohibited to corporations under other laws of this state. Notwithstanding other language (or provisions) in these By-Laws, the purposes will be limited exclusively to exempt purposes within the meaning of IRC 501(c)(4).

### ARTICLE II – MEMBERS

~~Section 1 **Community Members**. Each ECCL dues paying Estero community (i.e., located at least in part in Estero) may, through its governing body or functional equivalent, designate one member of that community to participate in the ECCL as a voting member and one alternate person who may vote in the absence of the principal member.~~

Section 1 **Members**. Each ECCL dues-paying member organization (i.e., located in the Estero area) may, through its governing body or functional equivalent, designate one member of that organization to participate in the ECCL as a voting member and one alternate person who may vote in the absence of the principal member.

~~Section 2 **Organizational Members.** Any person not otherwise entitled to membership by virtue of the preceding section but who is so designated in a formal Estero organization (i.e., primarily serving the Estero area) may be designated by such organization to be an ECCL member, with the approval of the ECCL board.~~

Section 2 **Organizational Members.** Any organization not otherwise entitled to membership by virtue of the preceding section but who is so designated in a recognized Estero area organization (i.e., primarily serving the Estero area) may be an ECCL full dues-paying member with the same voting rights as other full dues-paying ECCL members, with the approval of the ECCL Board of Directors (BOD).

~~Section 3 **Individual Members.** Any person not otherwise entitled to membership by virtue of the preceding two sections, but who is approved by the Board as a person committed to working constructively through ECCL to advance Estero interests, may participate in the ECCL as a non-voting member.~~

Section 3 **Individual Members.** Any person not otherwise entitled to membership by the preceding two sections, but who is approved by the Board of Directors (Board) as a person committed to working constructively with ECCL to advance Estero area interests, may participate in the ECCL as a non-voting member.

Section 4 **Honorary Members.** The Board may designate a person not otherwise entitled to membership by virtue of section 3 of this Article, but who has provided distinguished past service to the ECCL or otherwise earned such designation, as an Honorary Member.

~~Section 5 **List of Members.** The Board shall arrange to maintain and make available to any member and to the public, a reasonably current list of the ECCL members.~~

Section 5 **Monthly Membership Meetings.** All meetings shall be open to the public, and who will be encouraged to attend. A notice of the date, time and location of each meeting shall be posted on the ECCL web site at least one week in advance of such meeting. Anyone attending a meeting shall be recognized to speak (a) on any agenda topic when that topic is being discussed, or (b) on a germane subject not on the agenda, time permitting. Members may propose the addition of agenda items before or during such meetings.

## **ARTICLE III –BOARD OF DIRECTORS & BOARD OFFICERS**

~~Section 1 **Board Role.** The Board of Directors is responsible for overall policy and direction of the ECCL, delegating responsibility for day to day operations to the Chairman and to other individual directors in accordance with section eight (8).~~

Section 1 **Board of Directors Role.** The Board is responsible for oversight and overall policy and direction of the ECCL, delegating responsibility for day-to-day operations to the President. The President shall be appointed by the Board and is subject to dismissal by the Board.

~~Section 2 **Board Composition.** The Board of Directors shall be composed of a chairman and eight (8) functional directors, one of whom may be selected by the full board to serve as vice chairman. They shall be selected with two primary considerations in mind — (a) first and foremost being their expertise for the function they head and their ability and willingness to serve, and (b) the objective, insofar as feasible consistent with representing various Estero communities and formal organizations, involved in the promotion or betterment of Estero.~~

Section 2 **Board Composition and Responsibilities.** The Board of Directors shall be composed of nine (9) voting members including a Chairperson and eight (8) directors, one of whom may be selected by the full board to serve as Vice Chairperson. They shall be selected considering their experience in participating on community boards, their commitment to civic engagement, their willingness to support and sustain the work of ECCL providing governance leadership, and their willingness and ability to engage in, and support, advocacy fundraising.

~~Section 3 **Elections.** The members shall be given the opportunity to elect or re-elect Board members at least annually, by simple majority vote of those present and voting, and individual members may be replaced by membership vote more often if a position is vacated for any reason during a term in office in accordance with sections nine (9) or ten (10) of these By-Laws.~~

Section 3 **Elections.** The members shall be provided the opportunity to elect or re-elect Board members at a member meeting every three (3) years, by simple majority vote of voting members, if a position is vacated for any reason during a term in office in accordance with sections nine (9) or ten (10) of these By-Laws, individual Board members may be replaced by a membership vote as required. BOD terms will be staggered. Three members term will be for one (1) year, three (3) members term will be for two (2) years, three (3) members term will be for three (3) years.

~~Section 4 **Member Meetings.** The Board of Directors shall, except as otherwise agreed upon by the Board, meet with members on a monthly basis at a time and place agreed upon by the Board that is convenient to the attendees. All meetings shall be open to the public, who shall be encouraged to attend, and a notice of the date, time and location of each meeting shall be posted on the ECCL web site at least one week in advance of such meeting. Anyone attending a meeting shall be recognized to speak (a) on any agenda topic when that topic is being discussed, or (b) on a germane subject not on the agenda, time permitting. Members may propose the addition of agenda items before or during such meetings.~~

Section 4 **Member Meetings.** The Board of Directors is encouraged to attend monthly membership meetings.

~~Section 5 **Board Meeting, Quorum, and Voting.** The Board shall normally meet at a reasonable time prior to the monthly members meeting to plan and arrange for the members meeting and to~~

~~conduct such other business as is needed. A quorum shall require the presence of at least a simple majority of Board members, including any alternate members as a member may designate any alternate in their absence and the Chairman approves for a given meeting. Each Board member (including approved alternates) shall have one vote. All decisions shall be made by a majority vote of the Board members present and voting. In lieu of a meeting, the Board of Directors shall be authorized to conduct business in such manner as by written resolutions as permitted by the Florida Statute governing "Corporations Not for Profit".~~

Section 5 **Board Meeting, Quorum, and Voting.** The Board shall normally meet four (4) time a year and on special occasions, as required to conduct business as required and needed. A quorum shall require the presence of at least a simple majority of Board members, including any alternate members as a member may designate an alternate in their absence and the Chairperson approves the alternate for a given meeting. Each Board member (including approved alternates) shall have one vote. All decisions shall be made by a majority vote of the Board members present and voting. In lieu of a meeting, the Board of Directors shall be authorized to conduct business in such manner as by written resolutions as permitted by the Florida Statute governing "Corporations Not for Profit".

~~Section 6 **Board Member Terms.** The term of office for each member shall be until the first to occur of: his/her resignation or removal or the annual meeting of the Board next occurring after such members becoming a member.~~

Section 6 **Board Member Terms.** The term of office for each Board member shall be as described in Section 3 Elections or until his/her resignation or removal.

~~Section 7 **Notice.** An official Board meeting requires that each Board member shall be sent written notice, which shall include e-mail, 5 days in advance or any regularly scheduled meeting, which shall include an agenda of the issues to be discussed.~~

Section 7 **Notice.** An official Board meeting requires that each Board member shall be sent written notice, which shall include e-mail, 7 days in advance or any regularly scheduled meeting, which shall include an agenda of the issues to be discussed.

~~Section 8 **Officers Duties.** There shall be nine officers of the Board consisting of the Chairman and eight (8) functional Directors, one of whom may be selected by the board, from time to time, to serve as vice chairman. Functional positions, which the Board may change from time to time as it sees fit shall be Communications, Community Planning, Education Outreach, Environmental, Finance (Treasurer), Health, Membership, and Transportation.~~

Section 8 **Officers Duties.** There shall be nine (9) officers of the Board consisting of the Chairperson and eight (8) Directors, one of whom may be selected by the board, to serve as Vice Chairperson.

The Board shall designate or appoint a suitable person, not necessarily one of the officers, to perform the function of taking minutes, keeping suitable written records of actions taken at Board meetings.

~~Designation of the roles of the directors shall be made by the Board in advance of each annual membership election of Board members, with the designation of each member included in the information provided to the members at such election.~~

Designation of the roles of the directors shall be made by the Board in advance of each membership election of Board members, with the designation of each member included in the information provided to the members at such election.

The Chairperson, or in his/her absence the Vice Chairperson, shall schedule regular and special meetings of the Board, prepare and distribute the agenda and supporting documents for the meeting, and shall conduct the meetings of the Board. In the absence of the Chairperson, the Vice-Chairperson shall perform such other duties as are ordinarily performed by the Chairman.

~~The Treasurer shall maintain the financial accounts of the Board, open and maintain a bank account in the Board's name, prepare and file tax returns for the Board and make a financial report to the Board at least quarterly. The Treasurer shall assist in the preparation of the annual budget, help develop fundraising plans, and make financial information available to Board members and the public and keep corporate records.~~

The ECCL Chief Financial Officer or Treasurer shall maintain the financial accounts of the Board, prepare and file tax returns for the Board and make a financial report to the Board at least quarterly. The Treasurer shall assist in the preparation of the annual budget, help develop fundraising plans, and make financial information available to Board members and the public and keep corporate records.

~~The Chairman, in consultation with the Communications Director, shall appoint a recording secretary to keep records of Board actions, including the taking of minutes at board meetings, and shall, as needed, send out meeting announcements, distribute copies of minutes and the agenda to each Board member.~~

The Chairperson, will assure the Secretary or a suitable person will keep records of Board actions, including the taking of minutes at board meetings, and shall, as needed, send out meeting announcements, distribute copies of minutes and the agenda to each Board member.

Section 9 **Vacancies**. If any member of the Board resigns, dies or otherwise is unable or unwilling to continue to serve on the Board, the Chairperson shall appoint a temporary replacement to serve until a new member is elected.

Section 10 ~~**Resignations, Terminations**~~. Resignation from the Board must be in writing and received by the Chairman. A member may be removed by a vote of a majority of the Board, such vote only to be held after the member at issue has had an opportunity to meet with the board should he or she so choose after receiving reasonable advance written notice of the grounds for his or her proposed removal. Grounds for such termination shall include excessive absences from meetings, inattention to his or her assigned duties, or actions taken inconsistent with the organization's policies and decisions.

Section 10 **Resignations, Terminations.** Resignation from the Board must be in writing and received by the Chairperson. A member may be removed by a vote of a majority of the Board. The vote will be taken only after the member at issue has had an opportunity to meet with the board should he or she so choose, and only after receiving reasonable advance written notice of the grounds for his or her proposed removal. Grounds for such termination shall include excessive absences from meetings, inattention to his or her assigned duties, or public statements or actions taken inconsistent with the organization's mission, policies, and decisions.

Section 11 **Special Meetings.** Special meetings of the Board shall be called upon the request of the Chairperson or one-third of the Board. Notices of special meetings shall be sent out by the Secretary to each Board member postmarked at least one week in advance insofar as possible.

Section 12 **Committees.** The Board may create committees as needed

## **ARTICLE IV – EXECUTIVE MANAGEMENT TEAM & OFFICERS**

**Section 1 Members of the Executive Management Team.** The Executive Management Team (“EMT”) shall be comprised of the President, the Chief Operating Officer (“COO”), Chief Financial Officer (“CFO”), Chief Membership Development Officer (“CMDO”) and Chief Communications Officer (“CCO”).

### **Section 2 Role of the EMT.**

The role of the EMT is to implement the President's fiduciary, strategic, and generative plans, policies, and decisions consistent with the ECCL's Vision, Mission and Guiding Values. The EMT members report to, counsel and supports the President engaging in decision making between Board meetings (or in urgent or crisis circumstances). The EMT members are responsible for implementing the Presidents directives.

### **Section 2 Appointment of Officers.**

The President in consultation with the Board will appoint the Chief Operating Officer, Chief Financial Officer, Chief Membership Development Officer and Chief Communications Officer who will serve at the pleasure of the President

### **Section 3 Summary Responsibilities of the President, COO, CFO, CMDO, and CCO.**

#### **The President shall:**

The President, reporting to the Board of Directors, is the singular organizational position that is primarily responsible to carry out Board policies and strategic plans as established by the board of directors. The President sets the direction and oversees the operations of the ECCL and assures the organization and its mission, advocacy efforts, and services are consistently presented

in a strong, positive image to relevant stakeholders.

The President is the chief spokesman of the ECCL and develops working relationships with civic, local, Village, County, and State executives and influencers. The President is responsible for managing the organization. Excellent relationship building, analytical and communication skills are essential. Working knowledge of business management, finance, communication, service delivery, and any other related knowledge is helpful. Sound knowledge of human resource management is also helpful as he/she manages volunteers. The President shall arrange to maintain and make available to any member and to the public, a reasonably current list of the ECCL members.

**The COO shall:**

The Chief Operating Officer (COO) reports to the President and is second-in-command within the ECCL. The COO is tasked with overseeing the day-to-day administrative and operational functions of the ECCL. The COO monitors all Advocacy Councils and is responsible for monitoring the execution of the ECCL's plans at the Council level. The COO oversees and makes sure the day-to-day operations of the organization run smoothly. And because the COO is responsible for directing multiple Committees and Councils, the COO must be a resourceful problem solver and must possess strong leadership skills.

A member of the Executive Management Team, the COO participates in long-term strategic planning meetings. The Executive Management Team helps develop operating strategies to attain ECCL goals. In these meetings, the COO will provide detailed information to team members regarding the performance capabilities of each Advocacy Council, which he has learned through regular meetings with Council Chairpersons and has a good understanding of the financial status of the ECCL.

**The CFO shall:**

Reporting to and partnering with the President, the Chief Financial Officer (CFO) will set ECCL's financial policy and direction while also being an active participant in the organization's overall strategy. She or he will lead all financial administration and budgeting. As a member of the senior leadership team, the CFO will work closely with Finance Committee members and the Executive Management Team and Board of Directors as appropriate.

**The CMDO shall:**

Reporting to and partnering with the President, the Chief Membership Development Officer (CMDO) is a senior executive tasked with overseeing the operational and membership development functions of the ECCL. Reporting to the President, the CMDO is responsible for addressing the needs of ECCL

membership, including service delivery, recruiting, and retaining members in accordance with ECCL by-laws and policies. The role is also responsible for developing relationships with the Village of Estero, Chamber of Commerce, Estero area businesses, and not-for-profit leadership to understand how members may contribute to problem resolution and meet their needs and seek membership growth opportunities.

**The CCO shall:**

The Chief Communications Officer (CCO) plays an integral role in promoting and telling the ECCL success story. The CCO holds ultimate responsibility for the ECCL's communications activities and oversees the development and delivery of a fully integrated communications plans and strategies for the organization and will lead and participate in the execution of that plan.

Section 4 **Committees and Councils.** The President and/or COO may create, and disband, Committees or Councils as needed. The Advocacy Council Chairpersons shall report to the COO. The COO in consultation with the EMT may appoint or remove Advocacy Council Chairpersons. Advocacy Councils shall include Transportation, Education, Community Development, Health, Environmental, and Arts & Entertainment and other Committees or Councils as required.

**ARTICLE IV -- AMENDMENTS**

These Bylaws may be amended by votes of both (1) a majority of the Board of Directors and (b) a 2/3 majority of members voting and present at a subsequent meeting for which advanced notice has been given under Article 3 section 4 and contains the text of the amendment and advises that member attendees will be asked to vote. Proposed amendments must be submitted to the Secretary to be sent out with the related Board agenda.

# # #

# DRAFT BYLAW CHANGES

## ESTERO COUNCIL OF COMMUNITY LEADERS, INC.

Amended – June 8, 2019

### ARTICLE I – NAME & PURPOSE

Section 1 **Name** The name of the organization shall be: Estero Council of Community Leaders, Inc. (hereinafter, “ECCL”).

Section 2 **Purpose**. The purposes for which the corporation is organized are: to provide a forum to learn about, discuss and take action on, major issues and developments affecting the growth and quality of life in Estero, including but not limited to: (a) satisfying Estero's infrastructure needs; (b) representing Estero's interest on major development projects; (c) organizing committees to represent individual communities or organizations affected by proposed projects; (d) assessing Estero's long term needs and promoting projects that address those needs; (e) facilitating information dissemination to Estero communities and organizations through their representatives and each community's or organization's communication media; and (f) assisting leaders of Estero communities and organizations to inform and involve their members regarding the preceding matters. These activities are limited to those for any lawful purpose or purposes which are not for pecuniary profit and are not specifically prohibited to corporations under other laws of this state. Notwithstanding other language (or provisions) in these By-Laws, the purposes will be limited exclusively to exempt purposes within the meaning of IRC 501(c)(4).

### ARTICLE II – MEMBERS

Section 1 **Members**. Each ECCL dues-paying member organization (i.e., located in the Estero area) may, through its governing body or functional equivalent, designate one member of that organization to participate in the ECCL as a voting member and one alternate person who may vote in the absence of the principal member.

Section 2 **Organizational Members**. Any organization not otherwise entitled to membership by virtue of the preceding section but who is so designated in a recognized Estero area organization (i.e., primarily serving the Estero area) may be an ECCL full dues-paying member with the same voting rights as other full dues-paying ECCL members, with the approval of the ECCL Board of Directors (BOD).

Section 3 **Individual Members**. Any person not otherwise entitled to membership by the preceding two sections, but who is approved by the Board of Directors (Board) as a person committed to working constructively with ECCL to advance Estero area interests, may participate in the ECCL as a non-voting member.

Section 4 **Honorary Members.** The Board may designate a person not otherwise entitled to membership by virtue of section 3 of this Article, but who has provided distinguished past service to the ECCL or otherwise earned such designation, as an Honorary Member.

Section 5 **Monthly Membership Meetings.** All meetings shall be open to the public, and who will be encouraged to attend. A notice of the date, time and location of each meeting shall be posted on the ECCL web site at least one week in advance of such meeting. Anyone attending a meeting shall be recognized to speak (a) on any agenda topic when that topic is being discussed, or (b) on a germane subject not on the agenda, time permitting. Members may propose the addition of agenda items before or during such meetings.

### **ARTICLE III –BOARD OF DIRECTORS & BOARD OFFICERS**

Section 1 **Board of Directors Role.** The Board is responsible for oversight and overall policy and direction of the ECCL, delegating responsibility for day-to-day operations to the President. The President shall be appointed by the Board and is subject to dismissal by the Board.

Section 2 **Board Composition and Responsibilities.** The Board of Directors shall be composed of nine (9) voting members including a Chairperson and eight (8) directors, one of whom may be selected by the full board to serve as Vice Chairperson. They shall be selected considering their experience in participating on community boards, their commitment to civic engagement, their willingness to support and sustain the work of ECCL providing governance leadership, and their willingness and ability to engage in, and support, advocacy fundraising.

Section 3 **Elections.** The members shall be provided the opportunity to elect or re-elect Board members at a member meeting every three (3) years, by simple majority vote of voting members, if a position is vacated for any reason during a term in office in accordance with sections nine (9) or ten (10) of these By-Laws, individual Board members may be replaced by a membership vote as required. BOD terms will be staggered. Three members term will be for one (1) year, three (3) members term will be for two (2) years, three (3) members term will be for three (3) years.

Section 4 **Member Meetings.** The Board of Directors is encouraged to attend monthly membership meetings.

Section 5 **Board Meeting, Quorum, and Voting.** The Board shall normally meet four (4) time a year and on special occasions, as required to conduct business as required and needed. A quorum shall require the presence of at least a simple majority of Board members, including any alternate

members as a member may designate an alternate in their absence and the Chairperson approves the alternate for a given meeting. Each Board member (including approved alternates) shall have one vote. All decisions shall be made by a majority vote of the Board members present and voting. In lieu of a meeting, the Board of Directors shall be authorized to conduct business in such manner as by written resolutions as permitted by the Florida Statute governing “Corporations Not for Profit”.

Section 6 **Board Member Terms.** The term of office for each Board member shall be as described in Section 3 Elections or until his/her resignation or removal.

Section 7 **Notice.** An official Board meeting requires that each Board member shall be sent written notice, which shall include e-mail, 7 days in advance or any regularly scheduled meeting, which shall include an agenda of the issues to be discussed.

Section 8 **Officers Duties.** There shall be nine (9) officers of the Board consisting of the Chairperson and eight (8) Directors, one of whom may be selected by the board, to serve as Vice Chairperson.

Designation of the roles of the directors shall be made by the Board in advance of each membership election of Board members, with the designation of each member included in the information provided to the members at such election.

The Chairperson, or in his/her absence the Vice Chairperson, shall schedule regular and special meetings of the Board, prepare and distribute the agenda and supporting documents for the meeting, and shall conduct the meetings of the Board. In the absence of the Chairperson, the Vice-Chairperson shall perform such other duties as are ordinarily performed by the Chairman.

The ECCL Chief Financial Officer or Treasurer shall maintain the financial accounts of the Board, prepare and file tax returns for the Board and make a financial report to the Board at least quarterly. The Treasurer shall assist in the preparation of the annual budget, help develop fundraising plans, and make financial information available to Board members and the public and keep corporate records.

The Chairperson, will assure the Secretary or a suitable person will keep records of Board actions, including the taking of minutes at board meetings, and shall, as needed, send out meeting announcements, distribute copies of minutes and the agenda to each Board member.

Section 9 **Vacancies.** If any member of the Board resigns, dies or otherwise is unable or unwilling to continue to serve on the Board, the Chairperson shall appoint a temporary replacement to serve until a new member is elected.

Section 10 **Resignations, Terminations.** Resignation from the Board must be in writing and received by the Chairperson. A member may be removed by a vote of a majority of the Board. The vote will be

taken only after the member at issue has had an opportunity to meet with the board should he or she so choose, and only after receiving reasonable advance written notice of the grounds for his or her proposed removal. Grounds for such termination shall include excessive absences from meetings, inattention to his or her assigned duties, or public statements or actions taken inconsistent with the organization's mission, policies, and decisions.

Section 11 **Special Meetings.** Special meetings of the Board shall be called upon the request of the Chairperson or one-third of the Board. Notices of special meetings shall be sent out by the Secretary to each Board member postmarked at least one week in advance insofar as possible.

Section 12 **Committees.** The Board may create committees as needed

#### **ARTICLE IV – EXECUTIVE MANAGEMENT TEAM & OFFICERS**

Section 1 **Members of the Executive Management Team.** The Executive Management Team (“EMT”) shall be comprised of the President, the Chief Operating Officer (“COO”), Chief Financial Officer (“CFO”), Chief Membership Development Officer (“CMDO”) and Chief Communications Officer (“CCO”).

Section 2 **Role of the EMT.**

The role of the EMT is to implement the President's fiduciary, strategic, and generative plans, policies, and decisions consistent with the ECCL's Vision, Mission and Guiding Values. The EMT members report to, counsel and supports the President engaging in decision making between Board meetings (or in urgent or crisis circumstances). The EMT members are responsible for implementing the Presidents directives.

Section 2 **Appointment of Officers.**

The President in consultation with the Board will appoint the Chief Operating Officer, Chief Financial Officer, Chief Membership Development Officer and Chief Communications Officer who will serve at the pleasure of the President

Section 3 **Summary Responsibilities of the President, COO, CFO, CMDO, and CCO.**

**The President shall:**

The President, reporting to the Board of Directors, is the singular organizational position that is primarily responsible to carry out Board policies and strategic plans as established by the board of directors. The President sets the direction and oversees the operations of the ECCL and

assures the organization and its mission, advocacy efforts, and services are consistently presented in a strong, positive image to relevant stakeholders.

The President is the chief spokesman of the ECCL and develops working relationships with civic, local, Village, County, and State executives and influencers. The President is responsible for managing the organization. Excellent relationship building, analytical and communication skills are essential. Working knowledge of business management, finance, communication, service delivery, and any other related knowledge is helpful. Sound knowledge of human resource management is also helpful as he/she manages volunteers. The President shall arrange to maintain and make available to any member and to the public, a reasonably current list of the ECCL members.

**The COO shall:**

The Chief Operating Officer (COO) reports to the President and is second-in-command within the ECCL. The COO is tasked with overseeing the day-to-day administrative and operational functions of the ECCL. The COO monitors all Advocacy Councils and is responsible for monitoring the execution of the ECCL's plans at the Council level. The COO oversees and makes sure the day-to-day operations of the organization run smoothly. And because the COO is responsible for directing multiple Committees and Councils, the COO must be a resourceful problem solver and must possess strong leadership skills.

A member of the Executive Management Team, the COO participates in long-term strategic planning meetings. The Executive Management Team helps develop operating strategies to attain ECCL goals. In these meetings, the COO will provide detailed information to team members regarding the performance capabilities of each Advocacy Council, which he has learned through regular meetings with Council Chairpersons and has a good understanding of the financial status of the ECCL.

**The CFO shall:**

Reporting to and partnering with the President, the Chief Financial Officer (CFO) will set ECCL's financial policy and direction while also being an active participant in the organization's overall strategy. She or he will lead all financial administration and budgeting. As a member of the senior leadership team, the CFO will work closely with Finance Committee members and the Executive Management Team and Board of Directors as appropriate.

**The CMDO shall:**

Reporting to and partnering with the President, the Chief Membership Development Officer (CMDO) is a senior executive tasked with overseeing the operational and membership development functions of the

ECCL. Reporting to the President, the CMDO is responsible for addressing the needs of ECCL membership, including service delivery, recruiting, and retaining members in accordance with ECCL by-laws and policies. The role is also responsible for developing relationships with the Village of Estero, Chamber of Commerce, Estero area businesses, and not-for-profit leadership to understand how members may contribute to problem resolution and meet their needs and seek membership growth opportunities.

**The CCO shall:**

The Chief Communications Officer (CCO) plays an integral role in promoting and telling the ECCL success story. The CCO holds ultimate responsibility for the ECCL's communications activities and oversees the development and delivery of a fully integrated communications plans and strategies for the organization and will lead and participate in the execution of that plan.

Section 4 **Committees and Councils.** The President and/or COO may create, and disband, Committees or Councils as needed. The Advocacy Council Chairpersons shall report to the COO. The COO in consultation with the EMT may appoint or remove Advocacy Council Chairpersons. Advocacy Councils shall include Transportation, Education, Community Development, Health, Environmental, and Arts & Entertainment and other Committees or Councils as required.

**ARTICLE V -- AMENDMENTS**

These Bylaws may be amended by votes of both (1) a majority of the Board of Directors and (b) a 2/3 majority of members voting and present at a subsequent meeting for which advanced notice has been given under Article 3 section 4 and contains the text of the amendment and advises that member attendees will be asked to vote. Proposed amendments must be submitted to the Secretary to be sent out with the related Board agenda.

# # #

# Summary Advocacy Council Chairperson & Committee Member PD's

## ECCL Environmental Council Chairperson

Reports To: Chief Operating Officer

The Environmental Council Chairperson (ECC) is tasked with overseeing the administrative functions and strategic initiatives of the Environmental Council (EC) and assuring the fulfillment of the EC's Mission of maintaining and improving Estero's beautiful and protected environmental and freshwater offerings. Collaborating with the Village of Estero, local, state, and national organizations, and other conservation organizations, the EC will be active in many issues that affect Estero's environment including but not limited to:

- Density Reduction Groundwater Resource (DG/GR)
- Mining
- Edison Farms
- 1-75 Culverts
- Flood Prevention
- Waterways
- Environmental Action Group Activities

## ECCL Arts & Entertainment Council Chairperson

Reports To: Chief Operating Officer

The Arts & Entertainment Council Chairperson (AECC) is tasked with overseeing the administrative functions and strategic initiatives of the Arts & Entertainment Council (AEC) and assuring the fulfillment of the AEC's Mission of advocating for, supporting, and encouraging local, state and Village leadership and not-for-profit and civic organizations to pursue establishing Arts, Recreation, Sports and Entertainment venues and facilities in the Estero area.

The AECC will develop relationships with and interact with individuals/organizations currently involved and interested in supporting such efforts. The organizations may include but not be limited to Hertz Arena, FGCU Alico Arena, Lee County Schools, Lee County Parks, Koreshan State Park. The AECC will survey Estero political, business and civic organizations to help determine priorities.

## ECCL Health Council Chairperson

Reports To: Chief Operating Officer

The Health Council Chairperson) is tasked with overseeing the administrative functions and strategic initiatives of the Health Council's mission to create a physical, social and economic environment that will foster good health outcomes. To encourage the establishment of local high-quality health facilities to meet the wellness and treatment needs of our community

The Health Council Chairperson will develop relationships with and interact with individuals/organizations currently involved and interested in supporting such efforts. The organizations may include but not be limited to Lee Health Coconut Point (LHCP), Lee County Injury Prevention Coalition, the American Heart Association, and the Brooks Commons Club.

## ECCL Education Council Chairperson

Reports To: Chief Operating Officer

The Education Council Chairperson (ECC) is tasked with overseeing the administrative functions and strategic initiatives of the Education Council and assuring the fulfillment of the Education Council (EC) Mission of collaborating with the Village of Estero and Estero Area School leaders and professionals, to support students, teachers, and administrators in ways that enhance the quality of education and contribute to a better quality of life in Estero.

The ECC contributes to assuring quality educational organizations and programs resulting in a recognition that the Estero-Area is recognized as a destination where people want to live, worship, conduct business and educate their children.

## ECCL Transportation Council Chairperson

Reports To: Chief Operating Officer

The Transportation Council Chairperson (TCC) is responsible to monitor traffic condition issues and develop approaches to solicit support from Village, State, and National organizations to solve transportation-related potential and current problems. Lee County's year-round population has grown by 80,000 residents in the last 7 years since 2010 and traffic corridors are getting more and more crowded. Add to that about 2,500 new snowbird residents each year

and the growing number of visitors who have been part of our recent record-breaking tourism seasons. Each year through 2045, we will have added another 383,000 full-time residents to our current population of 700,000. The TCC responsibility is to advocate for solutions to traffic-related problems due to population growth.

## **ECCL Community Development Council Chairperson**

Reports To: Chief Operating Officer

The Development Council Chairperson (DCC) serves as a key leadership team member and an active participant in making strategic decisions affecting ECCL advocacy activities. Monitoring physical and land use, this position is responsible for all Village related development activities. The successful candidate will help forge new relationships to build ECCL visibility, impact, and input. The DCC will have primary responsibility for establishing reporting on potential Village growth and developing plans to support or oppose the implementation of Village development plans.

She or he will work closely with other EMT members to assure Village development activities meet needs and standards and will work closely with the President and provide insight into decision making by the EMT.

## **ECCL Finance Committee Member**

Supports the Chief Financial Officer

The Finance Committee Member supports the Chief Financial Officer (CFO) in setting ECCL's financial policy and direction. She or he will support financial administration and budgeting efforts and perform related tasks as requested by the CFO.

## **ECCL Communications Committee Member**

Supports the Chief Communications Officer

The Communications Committee Member supports the Chief Communications Officer (CCO) in his role of promoting the ECCL. The CCO holds ultimate responsibility for the ECCL's communications activities and oversees the development and delivery of a fully integrated communications plans and strategies for the organization and will lead and participate in the execution of that plan. She or he will support communications efforts and perform related tasks as requested by the CCO.

## ECCL Membership Development Council Member

### Supports the Chief Membership Development Officer

The Membership Development Council Member supports the Chief Membership Development Officer (CMO) who is tasked with overseeing the operational and membership development functions of the ECCL. The CMO is responsible for addressing the needs of ECCL membership, including service delivery, recruiting, and retaining members in accordance with ECCL by-laws and policies. The role is also responsible for developing relationships with the Village of Estero, Chamber of Commerce, Estero area businesses, and not-for-profit leadership to understand how members may contribute to problem resolution and meet their needs and seek membership growth opportunities. She or he will support membership development efforts and perform related tasks as requested by the CMO.