

## THIRD AMENDED BYLAWS

**Approved March 16, 2009**  
**Amended August 27, 2013**  
**Amended January 16, 2018**  
**Amended May 12, 2020**

### PREAMBLE

It is the purpose of this Corporation to support the education of students in *PACE at Lockwood*, which is a community of students, their families and their teachers active in multi-age cooperative education that uses innovative and creative educational methods to enrich the students' learning, independence, and leadership skills.

### ARTICLE I: NAME

This organization shall be known as *PACE at Lockwood* (Parents Active in Cooperative Education at Lockwood).

### ARTICLE II: PURPOSE

The organization is a corporation organized and operated exclusively for educational purposes within the meaning of 501(c)(3) of the Internal Revenue Code or the corresponding section of any future United States Internal Revenue law. Specifically, the organization's purpose is to support the education of students in *PACE at Lockwood* at Lockwood Elementary School. *PACE at Lockwood*, a school-based, parent choice program in the Northshore School District, is a community of students, their families and their teachers active in multi-age cooperative education using innovative and creative educational methods to enrich learning, independence, and leadership skills. In pursuit of this purpose, it shall have the power to carry on any business or other activity that may be lawfully conducted by a corporation organized under the laws of Washington State, whether or not related to the foregoing purposes, and to do all things necessary, proper, and consistent with maintaining tax exempt status under section 501(c)(3).

### ARTICLE III: MEMBERSHIP

#### Section 1: General Membership

Membership of this organization shall consist of those parents and/or guardians whose child(ren) are enrolled in *PACE at Lockwood* in Northshore School District No. 417 as described in the

Standing Rules beginning August 1 or the year of enrollment until they withdraw or graduate from the program or until the end of a member's term in office.

### Section 2: Voting

Each family holds only one member vote, irrespective of how many adults or children from that family are enrolled in *PACE at Lockwood*.

### Section 3: Membership Power in the Absence of Members

In the event there are no students enrolled in *PACE at Lockwood*, the Executive Committee will remain in office and may take any action that could otherwise be taken by the Membership, and shall manage the organization in order that the purpose of the Corporation is best served.

## ARTICLE IV: DIRECTORS AND ELECTIONS

### Section 1: Structure of the Board of Directors.

The Board of Directors shall be a President, Vice-President, Membership Chair, Enrollment Coordinator, Secretary, Treasurer, Member-at-Large, Enrichments Committee Chair, Community Support Committee Chair, Fundraising Committee Chair, Communications Committee Chair, Field Trips and Incursions Committee Chair, and Class Coordinators.

Additionally, *PACE at Lockwood* teachers and the President Emeritus are Board of Directors members in an advisory, non-voting capacity.

- a. President. The President shall preside over the General Meetings and Board Meetings, serve as an ex officio member of all committees, and coordinate the work of the Board of Directors and all committees so that the purpose of the organization is served. The President shall serve as an official contact for Lockwood Elementary School Administration and Northshore School District Administration, and shall represent the organization at all meetings outside the organization. The President shall assist the Nominating Committee in nominating candidates for each Board of Director position and selecting candidates for each committee position.
- b. Vice-President. The Vice-President shall assist the President and carry out the President's duties in the event of the President's absence or inability to serve. The Vice-President may serve as an official contact for Lockwood Elementary School Administration and Northshore School District Administration, and may represent the organization at all meetings outside the organization. The Vice-President shall assist the Nominating Committee in nominating candidates for each Board of Director position and selecting candidates for each committee position.
- c. Membership Chair. The Membership Chair, and/or the Membership Committee, shall be an

information source for families interested in enrolling, shall notify families of status changes, and shall ensure that current members are in good standing before re-enrollment. The Membership Chair may serve as an official contact for Lockwood Elementary School Administration and Northshore School District Administration, and may represent the organization at all meetings outside the organization. The Membership Chair, or their committee, shall conduct tours of the *PACE at Lockwood* program for prospective families, process the paperwork associated with registering incoming and current students, maintain rosters and waitlists, and monitor the status of current members.

- d. Secretary. The Secretary shall keep the records of the organization, and shall keep and ensure that all licenses, insurance documents, and non-profit status documents are current. The Secretary shall take and record minutes at all organization meetings, record which members are present at all meetings, maintain the Board and Committee rosters, and ensure appropriate notice for all meetings and events.
- e. Treasurer. The Treasurer shall receive all funds of the organization, keep an accurate record of receipts and expenditures, pay out funds in accordance with Article IX. The Treasurer will make bank records accessible to the Bank Statement Reviewer, will present a financial statement at every meeting and at other times of the year when requested by the Executive Committee, and will make a full report for the Auditor at the end of the fiscal year.
- f. Other Directors. All other Directors, including the Member-at-Large, Enrichments Committee Chair, Community Support Committee Chair, Fundraising Committee Chair, Communications Committee Chair, Field Trips and Incursions Committee Chair, and Class Coordinators, shall have their job duties described in the Standing Rules.
- g. PACE at Lockwood Teachers. The *PACE at Lockwood* teachers act in an advisory capacity to the Board of Directors and attend the Board of Director Meetings on a rotating basis, representing all *PACE at Lockwood* teaching staff and reporting back to them.
- h. The President Emeritus. The outgoing President acts in an advisory capacity to the Board of Directors for one year following their term of office.
- i. Shared Director Positions: The Board of Directors may appoint more than one member to share the powers and responsibilities of any Director position--except the Executive Committee. If no member agrees to accept a nomination for an Executive Committee position, the Membership may appoint more than one member to share the powers and responsibilities of any Executive Committee position. However, any shared position carries only one vote in all matters before the Board.

## Section 2: Nominations and Elections.

### Section 2.1: The Nominating Committee

During the enrollment or re-enrollment process, all incoming and current members will be

surveyed as to their committee or leadership interests for the following academic year. The Board of Directors shall empower a Nominating Committee chaired by the Member-at-Large and including the President, Vice-President and at least two other members to assemble a slate for a proposed incoming Board of Directors, and to the extent possible a proposed incoming Committee Roster.

#### Section 2.2: Approval of the Proposed Slates

At the last Board Meeting of an academic year, or as near to that date as is practical so long as it occurs before the last General Meeting, the Board of Directors must vote on the Nominating Committee's slate of proposed incoming Board of Directors members. If the Board cannot agree on the proposed nominations of specific candidates, the Board may revise the slate(s) to include one or more alternative candidates for a position; or may approve the remainder of the slate and leave that position without a Board-recommended nominee. The Membership shall receive notification no less than three days before the Membership vote on the proposed slate of any positions that do not have a nominee.

#### Section 2.3: Slate Revision Before the Membership Votes on Board of Directors

If a nominee withdraws or is unable to serve before the Membership votes on the proposed slate and there are no further Board Meetings to amend the proposed slate before the General Meeting where the proposal is to be put before the Membership, the withdrawing nominee's name is not presented as a part of the proposed slate.

#### Section 2.5: Membership Vote on Board of Directors

At the last General Meeting of an academic year, or as near to that date as is practical so long as it falls after the Board of Directors has voted on a slate for a proposed incoming Board of Directors, the Membership shall vote on the slate proposed by the Board of Directors and on any additional nominations from the floor for the Board of Directors. Floor nominations are allowed for any open Board of Directors position excepting for the role of President where the nominee is the then-current Vice-President and the Vice-President is willing and able to serve as President. Board of Director positions are not deemed to be open if the original term of office of the member in the position has not ended.

#### Section 2.6: Method of Voting

Voting may be conducted by voice for any position with a single candidate. If more than one person is running for an office, the vote for that position must be written.

### Section 3: Eligibility.

Members are eligible for office if they are members in good standing as determined in the sole discretion of the Executive Committee. Any member may hold multiple Board of Directors positions so long as they do not hold multiple Executive Committee positions. However, no

Director may hold more than one vote.

#### Section 4: Terms of office.

All Board of Directors members are elected for a one-year term except the following:

##### Section 4.1: The Vice-President & President

The Vice-President, President, and President Emeritus wherein a member holds a one-year term as Vice-President beginning at the close of the outgoing Vice-President's term; followed by a one-year term as President.

The President may not serve as the Vice-President or President in the term immediately following their Presidential term of office. In the event that a Vice-President is unwilling or unable to accept the office of President at the close of their Vice-Presidential term, a member may be elected to President without first serving as Vice-President.

##### Section 4.2: The Membership Chair and Enrollment Coordinator

The Membership Chair and Enrollment Coordinator, who each hold a staggered two-year term, beginning at the close of the outgoing Membership Chair's or Enrollment Coordinator's term.

In situations where the stagger is synchronized due to a Membership Chair or an Enrollment Coordinator serving only one year of their two-year term, the term of the incoming Membership Chair or Enrollment Coordinator is shortened to one-year or lengthened to three-years in order to re-start the stagger.

##### Section 4.3: The Treasurer

The Treasurer, who holds a two-year term, beginning at the close of the outgoing Treasurer's term and ending August 31. The Treasurer may not serve more than four years in a row. If needed, due to lack of qualified candidates, the Treasurer may be elected for a one-year term.

##### Section 4.4: The *PACE at Lockwood* Teachers

The *PACE at Lockwood* teachers hold non-voting, advisory positions on the Board of Directors so long as they are employed as teachers for *PACE at Lockwood*.

#### Section 5: Vacancies.

If a vacancy occurs in any Board of Directors position—except the office of President—the President may appoint another member to fill that position. However, that appointment must be ratified by a vote of the Membership pursuant to Article V at the next scheduled General

Meeting.

If there is a vacancy in the office of President, the Vice-President will automatically become the President and may then appoint another member to fill the position of Vice-President. However, that appointment must be ratified by a vote of the Membership pursuant to Article V at the next scheduled General Meeting.

If there is a vacancy in both the President and Vice-President position, the Board of Directors may appoint a member to the position of President. However, that appointment must be ratified by a vote of the Membership pursuant to Article V at the next scheduled General Membership meeting.

If there are no members of the Board of Directors, the Membership may elect a member to every Director position.

#### Section 6: Removal from office.

Members of the Board of Directors can be removed from office with or without cause by a two-thirds vote of the Board of Directors (subject to quorum requirements) at a Board Meeting where notice has been given to the Directors electronically via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior.

### ARTICLE V: MEMBERSHIP MEETINGS

#### Section 1: General meetings.

There shall be one General Meeting held in late-summer and approximately four General Meetings held approximately every other month throughout the academic year. The General Meetings of the organization shall be public, at a time and place determined by the President and Vice-President, and notice of such meeting must be given to the Membership electronically via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior. It is preferred, but not required, that all General Meetings be held in person, on Tuesdays, and at Lockwood Elementary School.

#### Section 2: Special meetings.

Special Meetings of the Membership shall be called by the President, any two of the Executive Committee, or twenty percent of the Members submitting a written request to the Secretary. Notice of the Special Meeting, including its purpose, shall be sent to the Membership electronically via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior.

### Section 3: Rescheduling Meetings; Alternate Meeting Venues

In the event that Lockwood Elementary is closed or unavailable to *PACE at Lockwood* at the time of a scheduled General Meeting or a Special Meeting, the party who called the meeting may reschedule the meeting, may hold the meeting at an alternative venue, or may hold the meeting via electronic means, so long as notice of such action is given to the Membership electronically via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior. Alternatively, the meeting may be canceled, so long as notice of the cancellation is given to the Membership electronically via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes as far in advance of the scheduled meeting time as possible.

### Section 4: Quorum.

The quorum shall be one half plus one of the total number of voting members.

### Section 5: Voting.

All voting at General Meetings and Special Meetings shall be by each member in person; or, if an in-person meeting is impractical or impossible, via electronic means. If the meeting is held via electronic means, votes may be tallied vocally or electronically so long as procedures are in place to ensure that only authorized members cast a vote. All matters must be approved by a majority vote of those members present (subject to quorum requirements).

## ARTICLE VI: EXECUTIVE COMMITTEE

### Section 1: Membership.

See Article IV, Section 1 through Section 3.

### Section 2: Duties.

The duties of the Executive Committee shall be described in the *PACE at Lockwood* Standing Rules, which shall be made available to the Membership.

### Section 3: Meetings.

Executive Committee Meetings shall be called by the President; or two of the members of the Executive Committee submitting a written request to the Secretary. Notice of the Executive Committee Meeting, including its purpose, shall be sent to the Executive Committee via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least three days prior.

### Section 4: Quorum.

Four members of the Executive Committee constitutes a quorum.

Section 5: Voting.

Each Executive Committee position shall possess one vote in matters coming before the Executive Committee. Executive Committee meetings may take place in-person, or via electronic means. If the meeting is held via electronic means, the face of each participating member must be visible to all other participating members; all votes at electronic meetings may be tallied vocally or electronically so long as procedures are in place to ensure that only authorized members cast a vote. All matters must be approved by a two-thirds vote of those Executive Committee members present (subject to quorum requirements).

Section 6: Removal and vacancies.

See Article IV, Sections 5 and 6. If there is no membership of the organization, removal and vacancies will be voted on in accordance with Article VI, Section 5.

## ARTICLE VII: BOARD OF DIRECTORS

Section 1: Membership.

See Article IV, Section 1.

Section 2: Duties.

The duties of the Board of Directors shall be described in the *PACE at Lockwood* Standing Rules, which shall be made available to the Membership..

Section 3: Meetings.

There shall be one Board Meeting held in late-summer and approximately five Board Meetings held approximately every other month throughout the academic year. Board Meetings may take place in-person, or via electronic means. If the meeting is held via electronic means, the face of each participating member must be visible to all other participating members; all votes at electronic meetings may be tallied vocally or electronically so long as procedures are in place to ensure that only authorized members cast a vote. The Board Meetings of the organization shall be at a time and place determined by the President and Vice-President and notice of such meeting must be given to the Board and Membership via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior. It is preferred, but not required, that all Board Meetings be held in person, on Tuesdays, and at Lockwood Elementary School.

Section 4: Special Meetings.

Special Meetings of the Board shall be called by the President, a majority of the Executive

Committee, twenty percent of the voting Directors, or fifteen percent of the Membership submitting a written request to the Secretary. Notice of the Special Board Meeting, including its purpose, shall be sent to the Board of Directors via their designated email address or physically through Lockwood Elementary's regular flyer distribution processes at least ten days prior.

Section 5: Quorum.

One-half plus one the number of voting members of the Board of Directors constitutes a quorum.

Section 6: Voting.

Each Director shall possess one vote in matters coming before the Board of Directors. If two or more members are sharing a Director position as authorized under Article IV, Section 1, those members only hold one vote in all matters coming before the Board of Directors. All matters must be approved by a majority vote of those Directors members present (assuming a quorum).

Section 7: Removal and vacancies.

See Article IV, Sections 5 and 6. If there is no membership of the organization, removal and vacancies will be voted on in accordance with Article VI, Section 5.

## ARTICLE VIII: COMMITTEES

Section 1: Membership.

Committees may consist of Voting or Non-Voting Members, with the President acting as an ex-officio member of all committees.

Section 2: Standing Committees.

The Standing Committees shall be described in the *PACE at Lockwood* Standing Rules.

Section 3: Additional committees.

The Board of Directors may appoint additional committees and disband existing committees as necessary, whether or not a committee or a standing committee is listed in the Standing Rules.

## ARTICLE IX: FINANCES

Section 1: Annual Budget.

A proposed budget shall be drafted for each academic year by a Budget Committee comprised of the President, Vice-President, Treasurer and any additional members appointed by the President in advance of the first Board Meeting of the academic year.

The proposed budget shall be approved to submit to the Membership by a majority vote of those present (assuming a quorum) of the Board of Directors at the first Board Meeting of the academic year, or as near that date as is practical.

The Membership shall vote to approve the budget at the first General Meeting of the academic year, or as near that date as is practical.

#### Section 2: Budget Execution.

The Treasurer shall receive all funds of the organization, keep an accurate record of receipts and expenditures, and pay out funds in accordance with the budget approved by the Board of Directors and the Membership.

#### Section 3: Budget Overages.

The Treasurer shall pay out funds up to the annual budgeted amount. Further, the Treasurer, in their sole discretion, may pay out funds up to \$100.00 above the annual budgeted amount with notification to the Executive Committee within five business days.

The Board of Directors, in their sole discretion, may authorize the Treasurer to pay out funds up to \$250.00 above the annual budgeted amount with notification to the Membership at the next General Meeting. The Board of Directors may authorize such an expenditure by unanimous written consent of all Board of Directors and without reservations.

#### Section 4: Special Fundraising Execution.

Should *PACE at Lockwood* operate a fundraiser requiring a separate treasurer or treasurers specific to that fundraiser, such a position may be authorized by the Board of Directors. That treasurer or treasurers, shall receive all payments for that special fundraiser, keep an accurate record of receipts and expenditures, and pay out funds in accordance with the procedures outlined in the Standing Rules.

#### Section 5: Authorized Signature Requirement.

Two authorized signatures shall be required on each check or transfer of funds over the amount of \$500. Authorized signers shall be the President, Vice-President, and Treasurer. Any special treasurer authorized by the Board of Directors may be the sole authorized signer for checks or transfer of funds written from a special fundraiser bank account authorized by the Board of Directors.

#### Section 6: Audit Committee Report.

The Treasurer and any special treasurer shall make a full report to the Auditor at the end of the fiscal year.

Section 7: Assets Upon Dissolution.

Upon dissolution of the organization, after paying or adequately providing for the debts and obligations of the organization, the remaining assets shall be used, with Membership approval, for the benefit of Lockwood Elementary or, if that entity no longer exists, for another local organization with similar purpose and philosophy and with one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Section 8: Fiscal Year.

The fiscal year shall be September 1 to August 31.

#### ARTICLE X: PARLIAMENTARY AUTHORITY

“Robert’s Rules of Order” shall govern meetings when they are not in conflict with the organization’s bylaws.

#### ARTICLE XI: STANDING RULES

Standing Rules contained in the *PACE at Lockwood Handbook* shall be approved by the Board of Directors, and the Secretary shall keep a record of the Standing Rules for future reference.

Changes to the enrollment policies shall be communicated to Lockwood Elementary Administration.

#### ARTICLE XII: AMENDMENTS

These bylaws may be amended at any General or Special Meeting of the members, providing that previous notice is given in writing and then sent to all members of the organization by the President. Notice may be given by a flyer sent home with the student, postal mail or email. Amendments will be approved by a two-thirds vote of the members present (subject to quorum requirements).

### ARTICLE XIII: DISSOLUTION

The organization may be dissolved with previous notice of at least 14 calendar days and a two-thirds vote of the members present (subject to quorum requirements) at a General or Special Meeting of the members, see Article IX, Section 7.

# Handbook

*Standing Rules*



*Parents Active in Cooperative Education*

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

LOCKWOOD ELEMENTARY

24118 LOCKWOOD ROAD

BOTHELL, WA 98021

August 2020

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# 1. Mission Statement

We are a partnership of teachers, parents or guardians, and children committed to providing an excellent education while fostering a sense of belonging—**a community**.

Our community supports an enriched, creative curriculum that celebrates our similarities and differences with a balanced attention to the development of the intellect and character—**a nurturing learning environment**.

Our nurturing environment is founded on our shared commitment to teach through modeling: respect, compassion, responsibility, and resourcefulness—**a legacy of core values**.

Above all, our core values focus our combined strengths on developing in our children: self-confidence and a joy for living and learning—**a foundation for their future**.

## 2. Program Description

### 2.1. What is *PACE at Lockwood*?

*PACE* (Parents Active in Cooperative Education) *at Lockwood* is an organization dedicated to offering educational enrichment at Lockwood Elementary for grades 1–5 that emphasizes active parent or guardian involvement; enrichment activities; and innovative educational methods. We invite the entire family to be active in the cooperative education of *PACE at Lockwood* students. So, while we emphasized the term “*Parents*” upon our organization’s founding, we’ve evolved over the years to truly embrace the idea of *PACE at Lockwood* being about “*Families* Active in Cooperative Education.”

On a space-available basis, Northshore School District (NSD) allows all Lockwood Elementary students and all students from nearby “feeder” elementary schools (who would need to apply for a waiver to attend Lockwood Elementary) to apply to our program.

Families are admitted to *PACE at Lockwood* through internal *PACE at Lockwood* enrollment procedures (rather than through NSD or Lockwood Elementary procedures). Enrollment in the program includes an agreement by the enrolled student’s parents or guardians to provide a minimum of 80 hours a year of program assistance, to help fundraise to support the program, and to serve in a committee or leadership position to keep the program itself running.

While *PACE at Lockwood* students travel through their elementary experience in a self-contained cohort of *PACE at Lockwood* students, they are also students at Lockwood Elementary. As they would for any other students, NSD provides the facilities, supplies, curriculum, and teachers—as well as music classes, computer instruction, library instruction, and physical education. *PACE at Lockwood* families are encouraged to support the PTA and *PACE at Lockwood* students can participate in all after-school activities.

## 2.2. A Brief History of *PACE at Lockwood*

Nearly 50 years ago, fifteen Northshore families, in conjunction with NSD, created an alternative option to the district’s established elementary educational system.

- 1973 *NAP* (Northshore Alternative Program) *at Lockwood* started with one Kindergarten classroom.
- 1974 *NAP at Lockwood* gained a 1<sup>st</sup> Grade classroom.
- 1975 *NAP at Lockwood* gained a 2<sup>nd</sup> Grade classroom.
- 1976 *NAP at Lockwood* gained a 3<sup>rd</sup> Grade classroom and operated as a K–4 program until 1993.
- 1980 *NAP Eastside* started with 2 ½ classrooms at Woodin Elementary.
- 1985 *NAP Eastside* moved to the Woodinville Annex where it grew to 5 ½ classroom and became a K–6 program.
- 1990 *NAP Eastside* rebranded as *REACH* (Recognizing Educational Alternatives for Children).
- 1992 *REACH* moved to Woodmoor Elementary with its 5 ½ classrooms.
- 1993 *PACE at Kokanee* started with 4 ½ classrooms as a K–6 program.
- 1994 *REACH* and *NAP at Lockwood* were renamed to Parents Active in Cooperative Education (*PACE*) matching the Kokanee name.
- 1994 *PACE at Woodmoor’s* site was reduced from 5 ½ classrooms to 4 ½.
- 1995 *PACE at Kokanee* was reduced from 4 ½ classrooms to 3 ½ classrooms.
- 1996 *PACE at Wellington* started with two classrooms as a 1–6 grade program.
- 1997 *PACE at Wellington* gained a third classroom.
- 1999 *PACE at Woodmoor* was again reduced, becoming a 3 ½ classroom site.
- 2001 All *PACE* programs eliminated Kindergarten beginning with school year 2001–2002.
- 2008 *PACE at Lockwood* celebrated 35 years. NSD cut bus service to all *PACE* programs.
- 2009 All *PACE* programs restructured to be cost neutral to the district. The Kokanee site merged with Woodmoor. Class sizes in the program were allowed to increase. Blended classes migrated to straight grades. The *PACE at Lockwood* logo was updated from the tree with adults, students, and teachers, to a simple leaf design—which the other *PACE* sites also adopted.
- 2017 NSD realigned school boundaries and reconfigured grade levels to a K–5 elementary, 6–8 middle school and 9–12 high school. All *PACE* programs became 1-5 grade programs.
- 2020 NSD limited *PACE at Lockwood* to accepting only students from Lockwood Elementary due to space limitations at the school.

The *PACE* logo was updated from the historic tree ...



to this new leaf logo in 2009



## 2.3. A Community

Teachers, parents or guardians, and children commit to working with each other as an **educational community**. This means that teachers commit to involving parents or guardians and children in providing innovative educational opportunities; that parents or guardians commit to supporting the teachers and children by giving of their time, energy, and expertise; and that children work to gain skills in collaboration, peer mentorship, and leadership.

### Teachers build community by:

- Strategic Planning: Working with each other in planning enrichment activities, curriculum, and classroom organization; and to meet individual and classroom educational needs.
- Meeting Attendance: Participating in the *PACE at Lockwood* Board Meetings and *PACE at Lockwood* General Membership meetings.
- Regular Collaboration: Meeting regularly with each other and with other same grade level teachers at Lockwood in order to support each other, share information, and plan curriculum.
- Open Communication: Working closely with parents as assistants in their classroom and fostering open communication.
- Focus on the Whole Child: Developing in children an understanding of their roles in the classroom, their school, and the greater community—with an emphasis on teaching tolerance and advancing the social growth and development of each child.
- Creating a Positive Learning Environment: Creating a warm, accepting, and supportive learning environment in their classrooms.

### Parents or Guardians build community through:

- Classroom Support: Clerical tasks, teaching assistance, curriculum support, field trips, and classroom activities. Working to directly support teachers and children is at the heart of our program.
- Organizational Support: Membership in *PACE at Lockwood* means that families are involved in running the organization as either a committee member or as a leader. Committee members are tasked with supporting fundraising events, social events, mini-units lessons, outdoor education programs, and more. Further, *PACE at Lockwood* leaders have duties including fiscal management; goal setting; committee coordination; and communication with teachers, NSD, and other *PACE* organizations.
- Meetings: Committees will hold occasional planning and implementation meetings. All members are expected to attend all *PACE at Lockwood* General Meetings. *PACE at*

*Lockwood* leadership is expected to additionally attend all *PACE at Lockwood* Board Meetings.

**Students build community through:**

- Working Collaboratively: Students move through grades together and participate in multi-aged enrichment activities while working closely with each other, teachers, and parents or guardians in the classroom and in the community.
- Participating in Small Group Experiences: Students learn to work cooperatively both in learning and in problem solving.
- Having Class Meetings: Many *PACE at Lockwood* teachers use class meetings to involve students in problem solving and planning.
- Participating in Learning Plans and Evaluations: Teachers involve students in the planning and evaluation of their own learning.
- Participating in School-wide Programs: Like students in the neighborhood classes, *PACE at Lockwood* students often take leadership roles such as safety patrol or recess helpers and participate in after-school activities such as sports, clubs, and music performances.

## **2.4. A Nurturing Learning Environment**

All NSD teachers—including those working in a *PACE at Lockwood* classroom—create a curriculum that focuses on meeting the educational standards defined by the State of Washington. Within *PACE at Lockwood*, we work together as a close-knit community in order to create a nurturing learning environment for students. Our objective is to integrate warmth, support, and belonging with challenge, enrichment, and creativity.

**Learning opportunities in *PACE at Lockwood* are:**

- Hands-on and Didactic: *PACE at Lockwood* learning is both experiential and through traditional reading, listening, and writing.
- Creative and Dynamic: Teachers create curriculum that meets NSD standards, but is enriched by parent or guardian presence and support.
- Community-focused and Wonder-oriented: *PACE at Lockwood* emphasizes bringing outside educational resources into the classroom, as well as taking students into the community for learning. We strive to provide opportunities for discovery that will spark passion and curiosity in our students.
- Developmentally Appropriate: Attention is given to the learning needs of the whole child.

***PACE at Lockwood also:***

- Provides Education Support: Through one-to-one interactions and small group instruction, *PACE at Lockwood* provides strong educational support.
- Honors a multiplicity of learning styles: Our classrooms are supported by the efforts, experiences and lives of every family in the program which affords students with a wide variety of learning experiences.
- Supports cooperative learning: Students work with each other, with parent teaching-assistants, and with students from other grade levels.
- Values Enrichment: Current enrichment includes foreign language instruction; field trips and on-site curriculum events; visual art, dance, music, and theater experiences; in-depth instruction made possible due to the support of parents or guardians.

## **2.5. A Legacy of Core Values**

Many years of effort and dedication have built the legacy of *PACE at Lockwood's* core values. At the time *PACE at Lockwood* was initiated, schools across the nation were working to create alternatives to traditional educational systems within their school districts. In 1973, a group of 15 families proposed the Northshore Alternative Program (NAP), and, with NSD approval, the first teacher was hired to begin teaching in NAP during 1973–1974 school year.

Since then, *NAP* evolved into *PACE at Lockwood* and has grown in size and structure and has inspired sister *PACE* organizations to serve hundreds of students throughout the district. An excerpt from the original *NAP* philosophy statement reads as follows:

*“Believing that learning can and should be a joyful experience, we want to help our children develop their excellence as human beings. Having seen that direct interaction nurtures awareness of other[s] and oneself, we seek a school where children of all ages learn freely from each other. An atmosphere of warm human relations is necessary, we feel, for social and intellectual growth and the development of a person capable of independent and creative thought.”*

Despite many changes, and dynamic growth in the program, this original philosophy statement still describes the core values of *PACE at Lockwood*.

## **2.6. A Foundation for Their Future**

In preparing our students for their future we strive toward fostering a strong foundation of character and capabilities, which we hope will prepare them for a lifetime of learning and growing as citizens.

***PACE at Lockwood* provides students:**

- Diverse and Enjoyable Learning Experiences: The program works to sparks interest, feed curiosity, and develop a love for learning.
- Skills to Solve Problems: The program teaches students to work independently as well as together; building capabilities, responsibility, and respect.
- Citizenship skills: The program develops cooperation, caring, and awareness beyond the self.
- Encouragement: The program encourages students to discover and advance their unique strengths.
- Connections with Others: The program offers opportunities to establish close relationships with each other and adults—breaking down gender and age barriers.
- Accountability in the Community: The program builds integrity, character, and respect for self and others.
- Leadership experiences: The program offers cooperative learning projects and student community council participation.
- Hope: The program fosters an awareness of the power students have to create positive change in their environment and their world.

However, *PACE at Lockwood* is NOT a hand-picked, remedial, gifted, or accelerated placement program; a clique; a replacement for the NSD and WA State mandated curriculum; a guarantee of a specific teacher; a means to micromanage what students learn; or intended *only* for families with a stay-at-home parent or guardian.

With its deep roots, *PACE at Lockwood* continues to grow and change in dynamic ways. We are proud of what we have been, and the current strength of the program. We look forward to meeting and working with the educational challenges, and opportunities, the future presents. We are and will continue to grow as a community, a nurturing learning environment, a legacy of core values, and a foundation for our students' future.

### **3. Summary of Enrollment Procedures**

#### **3.1. Enrollment Timeline**

1. New members will follow the Annual Lottery Enrollment Procedure (*see 3.3 Annual Lottery Enrollment Procedure.*)

- a. Mid-year entry into the program is discouraged, but may be allowed on a case-by-case basis after consultation with the Lockwood Elementary principal and teacher.
2. Re-Enrollment forms from current members are due by January 31 of the current academic year in order to secure a spot in the classroom for the following academic year.
    - a. Re-enrollment forms cannot be submitted earlier than the first day of school after Winter Break in the academic year that is prior to the academic year a student is applying (for example, no earlier than Jan. 4, 2021 to apply for the 2021-2022 academic year).
    - b. Late submission of re-enrollment forms are accepted at any time, but there is significant risk that the spot typically reserved for a returning student will have already been offered to another student. Spots for the upcoming academic year are only held for returning students until January 31 of the current academic year.

### 3.2. Enrollment Priority

NSD and Lockwood Elementary have the final say on all student placement at Lockwood Elementary and may, for example, deny waivers to attend Lockwood Elementary due to space constraints—despite *PACE at Lockwood's* internal enrollment priority rules.

If a student's enrollment priority status changes after they are put on a wait list, but before they are offered and accept a spot in *PACE at Lockwood*, then their position on the wait list will change according to their new status. If they accept a spot and *then* their priority status changes, they can keep their spot.

*PACE at Lockwood's* **Enrollment Priority** is as follows:

1. **Current Student Status:** Currently enrolled *PACE at Lockwood* students have the highest priority for re-enrollment in the upcoming year—subject to their being in “Good Standing” (see 3.4.1.1 *Good Standing for Re-Enrollment*).
2. **Sibling Status:** Siblings of currently enrolled *PACE at Lockwood* students have the next highest priority for enrollment in the upcoming year—subject to the currently enrolled student being in “Good Standing” (see 3.4.1.1 *Good Standing for Re-Enrollment*).
  - a. For a sibling to gain “Sibling Status” the currently enrolled student must be enrolled in *PACE at Lockwood* for the academic year prior to the academic year the sibling is applying to enroll in.
  - b. Priority amongst students with “Sibling Status” is based on the academic year that the currently enrolled sibling began at *PACE at Lockwood* (*earlier dates have higher priority*).

3. **Lockwood Teacher Status:** Children of certificated teachers at Lockwood Elementary have third priority for enrollment in the upcoming year.
  - a. Withing the “Teacher Status,” there are two brackets in that children of *PACE at Lockwood* teachers have priority over children other Lockwood Elementary teachers.
  - b. Within each of those two groups, priority amongst students with “Teacher Status” is based on the date registration forms are submitted to the Registrar (*earlier dates have a higher priority*).
4. **Transfer Status:** Students currently enrolled in other PACE programs within NSD have fourth priority for enrollment in the upcoming year—subject to their being in “Good Standing” at their former PACE program (*see 3.3.1 Good Standing for Re-Enrollment*).
  - a. Priority amongst students with “Transfer Status” is based on the date registration forms are submitted to the Registrar (*earlier dates have a higher priority*).
5. **Alumni Status:** Siblings of former *PACE at Lockwood* students have fifth priority for enrollment in the upcoming year.
  - a. For a sibling to gain “Alumni Status” the formerly enrolled *PACE at Lockwood* student must have finished at least one year in *PACE at Lockwood*.
  - b. Priority amongst students with “Alumni Status” is based on the date registration forms are submitted to the Registrar (*earlier dates have a higher priority*).
6. **Wait List Status:** Students who entered the annual lottery, but were not offered a spot in *PACE at Lockwood*, may retain their position on that cohort’s wait list for subsequent years.
  - a. If a student is offered a spot in *PACE at Lockwood*, but declines to accept it or revokes their acceptance, that student may stay on the wait list by request. However, they are dropped to the bottom of the wait list.
7. **Lottery Status:** All other students fall into the seventh priority status and must enter the annual lottery to determine their place on the wait list for any remaining opening in the program. These students are added to the bottom of the existing wait lists for their cohort.
  - a. Within the “Lottery Status,” there are three brackets:
    - i. **Lockwood & Feeder Schools:** NSD students whom NSD has assigned to attend Lockwood Elementary or has assigned to attend one of the nearby “feeder schools” that NSD has designated to “feed” into Lockwood Elementary’s *PACE at Lockwood* program are in the highest priority

bracket within the lottery.

- ii. **Other NSD Schools:** NSD students whom NSD has assigned to attend a school that is not Lockwood Elementary or is not a “feeder school” to Lockwood Elementary’s *PACE at Lockwood* program are in the second priority bracket within the lottery.
- iii. **Non-NSD Schools:** Out-of-district students are in the lowest priority bracket within the lottery.

### 3.3. Annual Lottery Enrollment Procedure

For applicants needing to enter the annual lottery to secure a position on the wait list for their cohort (those who have “Lottery Status”), *PACE at Lockwood’s Annual Lottery Procedure* is as follows:

1. Attend an *optional PACE at Lockwood Information Night*—typically, scheduled on the third Tuesday in October.
2. Attend a mandatory *Tour of PACE at Lockwood*—typically, scheduled at various times between the Information Night until two Wednesdays prior to the start of Mid-Winter Break.
  - a. *PACE at Lockwood* will make every reasonable effort to schedule and carry out as many tours as possible within the touring period, but if a family does not attend a tour, they cannot be entered into the annual lottery.
  - b. Mandatory tours may occur virtually at the discretion of the Membership Chair and Tour Coordinator.
3. Complete and submit a *PACE at Lockwood Registration Form*— typically, forms are due two Thursdays prior to Mid-Winter Break.
  - a. Access to this form will be given to parents or guardians only after they have completed a tour.
4. The **Annual Lottery** drawing will determine applicants place on the wait lists for their cohort—typically, the lottery occurs two Fridays before Mid-Winter Break.
  - a. The lottery drawing is conducted by the Lockwood Elementary principal in the presence of at least two members of the *PACE at Lockwood* Executive Committee.
  - b. The *PACE at Lockwood* Registrar will notify families of the results of the Lottery Drawing as soon as possible—typically, over the weekend, but in some cases

during the following week. Some applicants will be offered spots in *PACE at Lockwood* and some will be put on the wait list for their cohort.

- i. Being placed on the wait list does not mean a student is not accepted into *PACE at Lockwood*. Rather, it means there is not currently a spot to offer that student. For instance, sometimes spots awarded to a student with a Sibling Status are not able to be given to that sibling (due to NSD denying their waiver to attend Lockwood). Students are drawn from the wait list until the first day of school as spots open up. Further, once a student is on the wait list, they can stay on it indefinitely.
5. If notified by the Registrar that a student has a place in *PACE at Lockwood*, a family must **accept the spot** within two business days of the offer; and all paperwork and registration fees must be completed and paid within ten business days.
  6. A limited number of **post-lottery tours** will be available following the lottery through May 31.
    - a. Applicants will be added to the bottom of the wait list for their cohort in the order that their application forms are submitted to the Registrar (*earlier dates have a higher priority*).

### 3.4. Enrollment Provisions

#### 3.4.1. Re-enrollment Provisions

##### 3.4.1.1. Good Standing for Re-enrollment

To re-enroll in *PACE at Lockwood*, a family must be in “Good Standing” at the time of enrollment. For *PACE at Lockwood*, Good Standing means that members:

1. Must be on track to fulfill their annual hourly volunteer requirement, or have a plan in place to complete those hours.
2. Must be on track to fulfill their annual fundraising obligation, or have a plan in place to “buy out” their obligation.
3. Must have a record of active engagement (*as verified by the Parent Participation Coordinator*) with their committee or leadership position in PACE, as well as attendance at most General and classroom meetings; or have a plan in place with the Parent Participation Coordinator to increase their engagement.

### **3.4.2. Supremacy of NSD & School Principal**

1. The Lockwood Elementary principal and NSD have administrative authority over how openings are filled—regardless of *PACE at Lockwood* enrollment policies.
2. Enrollment requests that lie outside the normal procedures will be reviewed and decided by the *PACE at Lockwood* Executive Committee after consultation with the Lockwood Elementary principal.

### **3.4.3. Residence Change Rules**

1. Any *PACE at Lockwood* family moving their residence from an area serviced by Lockwood Elementary and into an area serviced an NSD school designated by NSD to “feed” into *PACE at Lockwood*, may remain in the program subject to the grant of a waiver by NSD.
2. Any *PACE at Lockwood* family moving their residence from an area serviced by Lockwood Elementary and into an area serviced an NSD school that is **not** designated by NSD to “feed” into *PACE at Lockwood*, may also remain in the program (especially to finish the current year) subject to the grant of a waiver by NSD. However, such a waiver is much less likely to be granted (especially for future years) and the family should consider taking advantage of their “Transfer Priority” status by applying to the *PACE* program that services their new residence.

### **3.4.4. False or Incomplete Applications**

1. Paperwork that is incomplete, incorrectly filled out or not accompanied by the required enrollment processing fee will not be “accepted” by the Registrar and will not be considered as being “turned in.”
2. Supplying false or misleading information can and will lead to disqualification or dismissal from the *PACE at Lockwood* program.

## **4. *PACE at Lockwood* Enrichments**

### **4.1. Mini-Units**

Mini-Units are short courses of study planned and taught by parents and guardians—typically the Mini-Units Committee organizes two or three sessions each year where each session takes place over two different days.

Recent Mini-Units sessions covered topics such as ancient Egypt, marine life, art, culture, geography, or drawing. Topics are chosen by the Mini-Unit Coordinator in consultation with the Mini-Units Committee, the Board of Directors, and the teachers.

During each session, students are assembled into multi-age pods. This cross-grade experience helps older students learn leadership and mentoring skills and gives younger students a space to develop confidence and a sense of community as they work with older role models.

## **4.2. Outdoor Education**

Outdoor Education Day is a biennial event taking the place of an entire school day. All *PACE at Lockwood* students are bussed to a local park and all classes are held outdoors. Students travel through a series of stations in multi-age pods. This cross-grade experience helps older students learn leadership and mentoring skills and gives younger students a space to develop confidence and a sense of community as they work with older role models.

Each station is led by both teachers and parents or guardians on subjects ranging from orienteering, to building birdhouses, to outdoor cooking, to making fish prints. Many parents or guardians are needed to make this day successful as, in addition to teaching classes, they are needed as chaperones and staffing for first aid stations, fire pits, and hospitality stations.

At the end of the school day, parents or guardians may pick up their children from the park, but are encouraged to bring their whole family for an evening picnic dinner. Typically, *PACE* sponsors an evening guest speaker or performance to educate and entertain as the sun begins to set.

## **4.3. Family Camping**

A biennial tradition (alternating years with Outdoor Education) of Family Camping Weekend started almost 30 years ago. Typically, the camp event occurs every other year (non-Outdoor Education years), from Friday after school until Sunday after lunch. The goal is to have fun and to meet other *PACE at Lockwood* families outside of school. The families attending pay all costs for this weekend. There is no *PACE at Lockwood* budget used for this activity.

## **4.4. Spanish Program**

Throughout each year, *PACE at Lockwood* students experience weekly, in-class Spanish lessons. These lessons, which educate our students about both language and culture, grow steadily more advanced as our students pass from 1<sup>st</sup> to 5<sup>th</sup> Grade.

A yearly event—also celebrated across the world—called the *Dia del Nino* (Day of Children) is a highlight of the *PACE at Lockwood* experience. Students take part in culturally-themed activities as they get to translate their classroom studies into practice.

## 4.5. Community Events

These events are an opportunity to visit with other *PACE at Lockwood* families to reinforce and strengthen our community and our connections to each other. Events may vary from year to year, but recent community events have included a cross-class Halloween Party, a picnic at a park, a gingerbread house decorating night, a rock-painting night, or a park clean-up morning.

During community events held outside of school hours, it is important to remember that your children are in your care (even if our teachers are in attendance).

## 4.6. Incursions & Field Trips

EXCURSIONS: Field Trips are opportunities for the students to venture into the community and expand on the curriculum they are learning in the classroom. Parents or guardians assist by volunteering to drive and/or chaperone the students. Some trips combine classes.

INCURSIONS: On-Site Curriculum Events are activities that bring the “field trip” to the school. Recent examples include the Bug Man, a Native American exhibit, and a park ranger.

# 5. The *PACE at Lockwood* Membership

## 5.1. Enrollment Fee

This is a non-refundable processing fee (currently \$30 per student or \$50 per family with multiple children) that is paid by returning members upon re-enrollment in January; or, by incoming members after they are offered a spot in *PACE at Lockwood*.

## 5.2. Individual Fundraising Obligation

Our budget is arranged so that approximately two-thirds of our annual operating funds come from individual fundraising. Currently, each child is expected to raise \$200 annually (via our Fall Fundraisers) toward the cost of their enriched experiences in *PACE at Lockwood*. However, this obligation is capped at \$600 / family each year (*PACE at Lockwood* would fund the program entirely for any child past the first three enrolled in a given year).

The full individual fundraising obligation is due by January 31. The remaining one-third of the program’s costs are then raised through a larger All-*PACE* Spring Fundraiser.

The operating funds raised through the Fall Individual Fundraising and the Spring All-PACE Fundraiser cover the cost of extra field trips, extra incursions and extra guest speakers, Mini-Units, Outdoor Education, Spanish Program, community events, program equipment, teacher education, and more. In short, fundraising is needed to support the enrichment experiences that *PACE at Lockwood* provides our students.

In the case of a school closure, remote learning, or a Washington/NSD/Lockwood limitation on the presence of volunteers on school grounds, that would affect our ability to raise funds, the Board of Directors may modify or suspend the fundraising obligation.

### **5.2.1. Fundraising Opportunities**

Each year, the Fall Fundraising programs we offer will vary. However, in the past, the following options have been selected by the Fundraising Chair with the approval of the Board of Directors:

1. Chinook Books Fall Fundraiser: This is a fundraising program to sell books with coupons for local businesses such as the Woodland Park Zoo, Whole Foods, and the Pacific Science Center. 50% of the sale price is credited toward your fundraising obligation.
2. Charleston Wrap Catalog Fall Fundraiser: This is typically a program to sell gift-wrap and/or miscellaneous items. Information about this is generally handed out at the first General Membership meeting or distributed to classes at the start of the academic year. The product is usually delivered prior to Winter Break. This is your opportunity to get your friends and family to pay your fundraising obligation!
3. Scrip Gift Cards Fall (& Spring) Fundraiser: This is a program where you earn money toward your fundraising obligation while you do your everyday shopping. Member buy gift cards from Scrip at full face value, and then use them for their everyday purchases at places such as Safeway, QFC, Home Depot, Best Buy, and more. The Scrip Company acquires the gift cards for our members from those various retailers at about 95%-98% of their face value (depending on the merchant), and *PACE at Lockwood* gets to keep the difference.

Additional fundraising opportunities include corporate matching programs, grants, Amazon Smile and our Spring Fundraiser. However, due to difficulty tracking this fundraising to an individual member, or because of tax reasons with corporate matching, this fundraising is not applied to individual fundraising obligations. However, it is vital support to the program and goes toward the one-third of our budget not supported by individual fundraising.

### 5.2.2. Fundraising Buy-Out

If a member is not able to raise all or part of the \$200/child fundraising obligation through our Fall Fundraisers (or simply chooses not to participate in the Fall Fundraising events), that member has the option of simply “buying out” their fundraising obligation with a direct payment to *PACE at Lockwood*.

### 5.2.3. Hardship Assistance

If a member has been unable to raise the full \$200/child through Fall Fundraising and is unable to “buy out” their full remaining obligation due to their financial circumstances, that member may contact the *PACE at Lockwood* Treasurer, who can confidentially authorize a payment plan; or to the *PACE at Lockwood* President, who can confidentially authorize a scholarship to cover the balance.

## 5.3. Volunteer Hours Obligation

*PACE at Lockwood* families agree to support the program with 80 hours of volunteer time each academic year. Anyone in the family who is 18-years or older may volunteer and earn hours toward the minimum of 80 hrs/family. However, if you are paid or required to volunteer (such as a paid caretaker; for high-school or college credit; or if you are substitute teaching), you may not count those hours.

Active participation by a child’s family enriches the program, students, and the volunteer. There are numerous opportunities to volunteer during the school day, at events, and outside of school hours.

Volunteers should track their hours according to the following categories and report them to the Parent Participation Coordinator by the traditional deadlines: December 1st, March 1st, and June 1st. The recommended number of hours contributed by the end of the 1st trimester (December 1st) is 25. For the 3rd trimester (June 1st) please estimate your hours for the last two weeks of school. Estimating is perfectly acceptable, as is rounding to the nearest 1/2 hour.

In the case of a school closure, remote learning, or a Washington/NSD/Lockwood limitation on the presence of volunteers on school grounds, the Board of Directors may modify or suspend this requirement.

Hours categories include:

1. **Classroom Hours:** Student-oriented and classroom activities including but not limited to working in the classroom, chaperoning or driving on field trips, teaching during Mini-Units, staffing Outdoor Education. If you are in direct contact with *PACE at Lockwood* students, your hours count as “Classroom Hours.”

2. **Administrative Hours:** All behind-the-scenes work that supports the operation of *PACE at Lockwood* and the enrichment of the students, including but not limited to planning and preparing events or activities, attending meetings (General, Board, Committee, etc.), sending or reading PACE-related emails, taking or making PACE phone or video calls, or even babysitting so that other members can volunteer for PACE. If you are not in direct contact with *PACE at Lockwood* students, but are still supporting PACE at Lockwood, your hours count as “Administrative Hours.”
3. **Community Hours:** Up to half of your required hours may be “Community Hours” because we value contributions to the larger Lockwood Elementary community. This includes but is not limited to volunteering in the Library, volunteering during events like the Ice Cream Social, Field Day, or Leopard Laps, attending any PTA Meeting, attending any NSD Meeting, or volunteering at after-school clubs sponsored by the PTA (so long as you are not getting financial compensation). If you are not in direct contact with *PACE at Lockwood* students, and are not directly supporting *PACE at Lockwood*, but are still supporting Lockwood Elementary, your hours count as “Community Hours.”

### **5.3.1. Volunteer Hour Buy-Out**

There is no option of a “hardship waiver” for volunteer hours as there is for fundraising obligation. This is because if everything else has to fall away, the idea of “parents or guardians in the classroom” must continue. This is at the heart of *PACE at Lockwood*. However, if at the end of the academic year, a member is unable to meet their 80-hour minimum, they may “buy-out” up to 20 of those hours at a rate of the higher of \$13.50/hr or the current minimum wage in Washington State.

### **5.3.2. Good Standing due to Hours**

Families who have not completed their 80-hours of volunteer time before the start of the next academic year will not be in “Good Standing” and may be dropped from the program—their child(ren) moved to a neighborhood classroom in their home school.

## **5.4. Classroom Volunteerism 101**

### **5.4.1. The PACE Mindset**

The positive contribution that parents or guardians bring to the classrooms, as well as the tremendous sense of community that develops as a result of active family involvement, is at the heart of the program. However, there are some important guidelines for parents or

guardians to follow in order for their volunteerism to best foster a positive learning environment for our students. The first thing to understand is the PACE Mindset.

As a volunteer, you are not in the classroom to monitor or guide your own child. Instead you are there for the entire class—as directed by the teacher. Often volunteers will work with small groups of students, or they may be asked to circulate throughout the room guiding students as needed, or they may be asked to make copies or to organize a shelf of books or supplies. If you are helping the class to learn and the teacher to teach, you are in the PACE Mindset.

Your own children may acknowledge your presence, but you should work with them to understand your role as a classroom volunteer and to understand their own role as students. You are not in the classroom to socialize with the students, other adults, or the teacher—which can be disruptive for all involved. If you are helping the class to learn and the teacher to teach, you are in the PACE Mindset.

Be friendly, helpful, and kind. Be aware of the classroom and ready to guide students who are struggling. Be an aid to the teacher and the students, and not a distraction. If you are helping the class to learn and the teacher to teach, you are in the PACE Mindset.

### **5.4.2. Checking in and out**

It is Lockwood Elementary policy that anyone who is on school grounds between 8:45a.m. and 4:15pm must sign in and out at the office and wear a badge. This includes the playground area and situations when you are just coming to drop off or pick up your student, briefly visit a classroom, or the library.

### **5.4.3. Working with students**

1. **Nurture Independent Learning:** Guide and refocus attention on schoolwork if students are struggling, but do not provide answers. Allow students to discover new ideas rather than be informed about them.
2. **Expect Respect:** As you work with students, insist on respect from the students, both toward yourself and toward each other.
3. **Escalate to the Teacher:** If you are having difficulty with a student or students, confer with the teacher about expectations and what steps you should follow if they are not met.

### **5.4.4. Communicating with teachers**

1. Communicating Your Interests: If you have a particular talent or interest, let your

child's teacher know. Some parents or guardians particularly like to be involved in reading conferences, or enjoy having students read to them, or want to work with students on math, or are artistic or musical and would prefer to be involved regularly in these activities. The teachers would like to give you an opportunity to work on tasks based on your interests and skills. Once a classroom routine is set, you'll often have similar jobs or activities each week.

2. Communicating About Your Own Child or Personal Concerns: Unless your question involves an immediate classroom issue, please approach the teacher when they are not busy with students. Email, notes, and voice mail are effective ways to initiate a conversation. Different teachers have different preferences, so please use what works best with your child's teacher. Some teachers prefer setting up a chat before or after school, or during a teacher's prep time. Remember, as much as we all enjoy talking with the teachers, they are there for our students. Please don't interfere with the teacher's time with their students. Our goal is to support every student's learning.

#### **5.4.4.1. The "To Do" List**

Most of the teachers have a clipboard with a list of jobs that need to be done. If you are unaware of or cannot locate a list of regular chores, ask the teacher to post one. The clipboards also contain a running list of daily tasks. The teacher will let you know if any of the tasks need to be accomplished immediately. Otherwise, work through the tasks with an eye on the students. If your assistance is needed, remember that the focus should be on student learning. The "To Do" list of tasks can be finished later.

Please **do not interrupt the teacher's time with students to ask what to do**. See if any individual students need assistance. If you see nothing else, all areas of the classrooms always need cleaning and organizing such the sink, the students' desktop, the computer screens, the shelves, and the center room. In addition, there are usually supply maintenance tasks such as sharpening pencils, refilling glue bottles, and refilling paint.

#### **5.4.5. Center Room Use**

If you work in the center room, please be certain to clean up when you are through. Leave the paper cutter area clean and free of scrap paper. Clean up the worktable and push in the chairs. Four classes share the center rooms, so we need to take particular care to keep them clean and tidy.

#### **5.4.6. Confidentiality**

You will almost necessarily become privy to confidential student information by working

in the classroom or on the Lockwood Elementary campus. However, you may not share, hint at, or otherwise spread such information with anyone else. For instance, some students may have difficulty sitting still, talking out, and so on, but these are concerns between the teacher, the student, and their parent or guardian and no one else. The privilege of working in our children's school means that our behavior as adults must be professional and respect the privacy of others.

Likewise, information about other *PACE at Lockwood* members that you may be privy to (such as class rosters, home addresses, and emails) must be treated with care. Personal information published in places like class rosters or on class Facebook groups help us communicate and build a community. But such personal information may never be used to promote a business, sold to a third party, or misused in any way.

## 5.5. Committee or Leadership Obligation

All *PACE at Lockwood* members must help to administratively support or lead the organization. This is accomplished by accepting a support or leadership position in a committee or in the Board of Directors; or, by serving on the Executive Board of the PTA.

Specific committee positions, titles, and structure may change from year to year as the Executive Committee adjusts it in response to current needs and best practices. However, there are generally the following committees:

1. **Enrichments Committee**, led by the Enrichments Committee Chair
2. **Community Support Committee**, led by the Community Support Committee Chair
3. **Fundraising Committee**, led by the Fundraising Committee Chair
4. **Field Trips and Incursions Committee**, led by the Field Trips and Incursions Committee Chair
5. **Membership Committee**, led by the Membership Chair
6. **Communications Committee**, led by the Communications Chair
7. **Treasury Committee**, led by the Treasurer

### 5.5.1. Enrichments Committee

The Enrichments Committee oversees the most enrichments offered by PACE at Lockwood. The exception is that enrichments relating to “field trips and incursions” have their own committee due to the broad scope and duration of that work.

Enrichments housed in this committee include Mini-Units, Outdoor Education, Family Camping, Spanish Program, Halloween Event, and the Art Docent Program. Technically, the Art Docent program is a PTA endeavor, but the Enrichments Committee Chair serves as the voice of the art docents working in our classrooms to the *PACE at Lockwood* Board of Directors.

### **5.5.2. Community Support Committee**

The Community Support Committee oversees efforts to bring the *PACE at Lockwood* community together, and to foster strong connections between *PACE at Lockwood* community and the larger Lockwood Elementary community.

Teams housed in the Community Support Committee include the New Family Mentoring Team, the Community Events Team, the Meeting Support Team, the PTA Coordination Team, and the Staff Appreciation Team.

### **5.5.3. Fundraising Committee**

The Fundraising Committee organizes a series of fundraisers in the Fall to help our members meet their individual fundraising obligations. In the Spring, the committee holds an All-PACE fundraiser to help balance the general *PACE at Lockwood* budget.

This committee houses several Fall Fundraising teams (historically, a Chinook Book Team, a Charleston Wrap Team, and a Scrip Gift Card Team), a Spring Fundraising team (historically, organizing an Online Auction, or a Live Auction, or a Shred Truck, or a Raffle, or a used Book Fair, or a Summer Camp Fair, or some combination), and a Fundraising Team.

The Fundraising Team will ideally have a representative for each classroom. Their task is two-fold: to ensure their class knows about upcoming fundraisers, and to serve as support for those fundraisers. Typically, most support is needed for the Spring Fundraiser.

### **5.5.4. Field Trips and Incursions Committee**

The Field Trips and Incursions Committee is comprised of two field trip representatives per class, with the option of adding one incursion representative per class. This committee helps the teacher select, book, plan, and administrate all class field trips and incursions (guest speakers, guest programs, and the like). Much of the committee's work is in ensuring that families have submitted field trip forms and that volunteer chaperones and drivers have submitted proper paperwork to Lockwood Elementary administration.

For field trips, the class field trip representatives will sign-up parents or guardians who wish to volunteer in as fair a process as possible, will help assign students to the designated chaperones (and help assemble the Chaperone/Driver Packets), and, if possible, at least one of the class field trip representatives should attend every field trip—as they typically are most familiar with the directions, agendas, group assignments, and contact information.

### **5.5.5. Membership Committee**

The Membership Committee deals with the process of becoming a member of PACE at Lockwood, the requirements to remaining a member of PACE at Lockwood in “Good Standing,” and the steps for re-enrollment as a member in PACE at Lockwood.

On the Membership Committee are the Tours Team, the Enrollment Team, and the Participation Team.

### **5.5.6. Communications Committee**

The Communications Committee works to ensure that information important to *PACE at Lockwood* members is presented to them in as clear and accessible a way as possible. Such information is derived by the Communication Committee from all other committees, from the Board of Directors, from the PTA, from Lockwood Elementary, and from NSD. Further, the Communications Committee manages data retention and storage, emails and distribution lists, and historical/archival materials.

The three teams housed in the Communications Committee are: the External Team (Webmaster, Social Media Lead, and Information Night Lead), the Internal Team (Data & Email Lead), and the PACESetter Newsletter Team.

### **5.5.7. Treasury Committee**

The Treasury Committee houses only the Scrip Treasurer (who manages a separate bank account for the Scrip Fall Fundraiser), and the Auditor & Bank Statement Reviewer (who provides financial oversight over the activities of the Treasurer).

## **6. The *PACE at Lockwood* Board**

### **6.1. Board of Directors Election Procedure**

#### **6.1.1. Process Overview**

The Nominations Committee will present a slate of proposed Directors to the current Board of Directors for approval and/or modification of the slate. The current Membership will then elect the slate of incoming Board of Directors—typically during the last General Meeting of the year. The Nominations Committee has the authority to appoint all other members to open Committee Positions. Typically, the Nominations Committee will be able to mostly fill the Committee Positions before the terms of the incoming Executive Committee begins. Inevitably, some Committee Positions will remain open or become

open during the summer. In that case, it is the responsibility of the incoming Executive Committee to fill those positions.

## **6.1.2. Nomination & Election Process**

### **6.1.2.1. Floor Nominations**

1. Members who want to self-nominate or nominate others may do so from the floor during the final General Meeting (or at the time that the Board of Directors election is scheduled) for any *open* position. The position of President is not open if the current Vice-President accepts their automatic appointment to that position upon the end of their term. Nor is a position open if it is a multi-year position that still has at least another year left in the term and the member filling that position chooses to complete their term.
2. If a floor nomination occurs for an uncontested position (where there are no nominations), the vote may be by voice. However, if there is more than one candidate for a position, that vote must be in writing.

### **6.1.2.2. Board of Directors' Proposed Slate**

1. As part of the enrollment or re-enrollment procedures, current and incoming members should be surveyed to establish their interest in committee and/or leadership positions within *PACE at Lockwood*. If that does not occur, the Nominations Committee should reach out to members to establish their interests.
2. Beginning February 1, the Nominations Committee—Chaired by the Member-at-Large and comprised of the Vice-President, the President and two to three additional members as selected by the Member-at-Large—shall assemble a proposed Board of Directors “Slate” and a proposed Committee Position Roster to be presented to the *PACE at Lockwood* Board of Directors during the April Board Meeting (or as near to the April Board Meeting as is practical). This “slate” and roster:
  - a. Must list all proposed incoming Board of Directors (which will be voted in by the incoming Membership during the May General Meeting or as near to the May General Meeting as is practical); and
  - b. Should strive to appoint as many incoming committee positions as possible or practical (the Nominations Committee has the power to appoint these positions and is only notifying the Board of Directors of their progress).

3. The Board of Directors must approve a proposed slate of the Board of Directors (for the Membership to elect).
  - a. If the Board of Directors cannot gain majority support for certain candidate nominations listed in the Nominations Committee’s proposed slate, the Board of Directors can approve a slate with multiple candidates per position (to be decided by the Membership) or with contested positions left open (to be filled by nominations from the floor).
  - b. Should a member reject their nomination or become ineligible to serve between the Board’s approval of the slate and the Membership’s vote on the slate, the Executive Committee has the power to revise the proposed Board of Directors slate to fix the now-open position before the Membership vote.
  - c. The Board of Directors does not approve the committee assignments, which are filled by the Nominating Committee, the outgoing Executive Committee or by the incoming Executive Committee once their term begins.
4. The proposed slate (as approved by the outgoing Board of Directors with any possible modifications by the Executive Committee as described above) shall be presented to the Membership for a vote at the final General Membership meeting of the academic year (or as near to that time as is practical).

### **6.1.3. Vacancies**

1. If a vacancy occurs in any committee position, the President may appoint another member to fill that position.
2. If a vacancy occurs in any Board of Directors position—excepting the Executive Committee—the President may appoint another member to fill that position. However, that appointment must be ratified by the Membership at the next scheduled General Meeting.
  - a. If there is a vacancy in the office of President, the Vice-President will automatically become the President and may then appoint another member to fill the position of Vice-President. However, that appointment must be ratified by the Membership at the next scheduled General Membership meeting.

## **6.2. Board of Directors Organization**

The *PACE at Lockwood* Board of Directors consists of:

1. **Executive Committee**, elected by the Membership
  - a. President
  - b. Vice-President
  - c. Membership Chair
  - d. Secretary
  - e. Treasurer
  
2. **Board of Directors**, elected by the Executive Committee
  - a. Enrichments Committee Chair
  - b. Community Support Committee Chair
  - c. Fundraising Committee Chair
  - d. Communications Committee Chair
  - e. Field Trips & Incursions Committee Chair
  - f. 1<sup>st</sup> Grade Class Coordinator
  - g. 2<sup>nd</sup> Grade Class Coordinator
  - h. 3<sup>rd</sup> Grade Class Coordinator
  - i. 4<sup>th</sup> Grade Class Coordinator
  - j. 5<sup>th</sup> Grade Class Coordinator
  - k. Enrollment Coordinator
  - l. Member-at-Large
  
3. **Ex Officio Non-Voting Board Positions**, empowered by virtue of office
  - a. 1<sup>st</sup> Grade PACE Teacher
  - b. 2<sup>nd</sup> Grade PACE Teacher
  - c. 3<sup>rd</sup> Grade PACE Teacher
  - d. 4<sup>th</sup> Grade PACE Teacher
  - e. 5<sup>th</sup> Grade PACE Teacher
  - f. President Emeritus

### **6.3. Board of Directors Term of Office and Term Limits**

All Board of Directors members are elected for one-year terms. Except:

1. The Vice-President / President / President Emeritus
  - a. **Term of Office:** One-year term as Vice-President, beginning at the close of the outgoing Vice-President's term and ending one month after the last day of the academic year; followed by a one-year term as President, ending one month after the last day of the academic year; followed by a one-year term as President Emeritus, ending one month after the last day of the academic year.
  
  - b. **Term Limit:** The President may not serve as the Vice-President or President

in the term immediately following their Presidential term of office.

2. The Membership Chair and Enrollment Coordinator

- a. **Term of Office:** Two-year terms each, staggered; beginning at the close of the outgoing Membership Chair of Enrollment Coordinator's term and ending one month after the last day of the academic year.
- b. **Term Limit:** No term limits.

3. The Treasurer

- a. **Term of Office:** Two-year term, beginning at the close of the outgoing Treasurer's term and ending August 31.
- b. **Term Limit:** No more than two consecutive terms in a row.

## 6.4. Board of Directors Voting Powers

All Board of Directors members have one vote. Except:

1. Ex Officio Non-Voting Board Positions, who hold only advisor voting power (such as PACE Teachers and the President Emeritus). Directors in these non-voting advisory positions do not need to have children in the program to serve on the Board of Directors in such an advisory capacity.
2. Class Coordinators, who share a single vote.

If more than one Class Coordinator attends a meeting and they cannot agree how to cast their shared vote on a Board Action, they each vote internally and the majority vote is cast. If a majority is impossible due to equal numbers of Class Coordinators present, their vote is nullified as if they had abstained

## 7. Field Trip Guidelines

### 7.1. Preliminary Paperwork

1. The Washington State Patrol Form and Lockwood Volunteer Application MUST be completely filled out, signed, and on file at school before a Chaperone may go on a field trip.
2. The Authorization for Use of Private Auto and photocopy of your Proof of Insurance card MUST be completely filled out, signed, and on file at school before a driver may drive on a field trip. It is advisable to list information for all family vehicles on this form in case

more than one vehicle is used for field trips.

3. A parent or guardian volunteer serving as a chaperone or driver on a field trip must carry with them at all times the Chaperone/Driver Packet containing the following forms related to the students in their care: Field Trip Permission Forms, Booster seat Addendums (if applicable), and an “Emergency Contact List.”

## **7.2. Private Automobile Policies**

1. NSD policy does not allow private automobile use for field trips before 4<sup>th</sup> Grade.
2. Under Washington State Policy (RCW 46.61.687) booster seats are required for all students until they are 4’9” tall. Once a student is 4’9” and above they may continue to use a booster seat, or may be secured using the vehicle’s lap and shoulder seat belts. All child restraints must be properly adjusted and fastened around the student’s body. No student under thirteen may sit in a front seat.
3. Unless authorized by the teacher, there can be no changing of students from one carpool to another. If a change does occur, the paperwork particular to any re-assigned student must be transferred between the Chaperone/Driver Packets.
4. Drivers shall not make unscheduled stops to or from school (except to stop due to student misbehavior), use cellular phones while the vehicle is in motion (for any purpose but navigation), or smoke (during the duration of a field trip).
  - a. If a student misbehaves while the vehicle is in motion, the driver may pull off the road to a safe place and make an unscheduled stop. Chaperones/Drivers should contact teacher to discuss behavior and plan of action. If necessary and with teacher approval, the driver may terminate the field trip and return to school.
5. Unless authorized by the teacher, use of electronic devices or the showing of a movie in a carpool vehicle is not allowed during school field trips.
6. If your carpool is running late in returning to the school such that you may or will return after the end of the school day, immediately contact Lockwood Elementary to inform the staff. For safety and security, students must be returned to Lockwood Elementary (drivers cannot drop students at their homes).

## **7.3. Financial Policies**

1. The chaperone-to-student ratio is predetermined before each trip by the teacher and all costs for the designated number of chaperones entrance and/or parking fees are paid by *PACE at Lockwood*.

- a. Parents or guardians attending beyond the predetermined ratio must pay any additional costs associated with their attendance.
  - b. It is in the teacher's discretion to allow extra parents or guardians to attend. However, if allowed a fair and equitable system will be followed to determine those chaperones.
2. Unless authorized by the teacher, students are not permitted to bring money.
3. Unless authorized by the teacher, chaperones are not allowed to purchase treats or other items for students.
4. A family's fundraising obligation will not be reduced if their child does not attend a field trip (whether by choice or necessity). A student not attending a field trip (whether by choice or necessity) is still responsible for their share of the total cost.

#### **7.4. Safety and Medical Issues**

1. If there is a significant medical emergency involving a student, call 911. After the injured student is given appropriate care, report the incident to the school nurse. Minor injuries and medical events must still be reported to the school nurse.
2. The classroom teacher is responsible for all medications that need to be carried on the field trip. Students who have life-threatening or other serious health concerns, particularly if medication administration may be required during the field trip, must be assigned to the same carpool as the teacher.
3. Chaperones must be with their group during the entire field trip. Take bathroom breaks and move through facilities together. You should be no more than an arm's length away from each student in your group at all times. No student should be walking/running ahead of you. If a student gets separated from your group and you cannot locate them, notify the nearest facility employee and call the teacher immediately.

#### **7.5. Student Behavior Issues**

1. Because we represent Lockwood Elementary, chaperones must supervise students in a way that encourages Lockwood Code-of-Conduct (P.A.W.S.). As a chaperone, you also must be respectful, polite, and calm. Further students and chaperones must adhere to the rules of the school, the bus company, and the facility. This may include no food or gum in unauthorized areas, and no students in certain places.
2. On a bus, monitor students to ensure that they stay out of the aisle and remain seated with backs against their seat. If you are at the back of the bus, please make sure the kids stay clear of the emergency exit door handle.

3. If a student's behavior is unsafe or disrespectful during a field trip, consequences are applied as follows:
  - a. The student is reminded by a teacher or supervising parent or guardian of appropriate behavior.
  - b. If poor behavior persists after a reminder, the teacher may place the student on probation for the remainder of the field trip—giving the student a chance to demonstrate compliance with safety and behavior expectations while being closely monitored.
  - c. If similar behaviors persist during probation, the student will not be allowed to attend the following field trip.
  - d. For field trips following the exclusion, the teacher will determine a plan to help the student achieve safe and respectful behavior on field trips.

## **7.6. Sibling Policy**

No sibling is allowed on field trips, unless all of the following criteria are met:

1. The teacher approves and invites the sibling in advance.
2. The sibling is not enrolled in a K-12 school requiring their attendance.
3. The siblings will not use budgeted supplies and materials.
4. The supervising parent or guardian is not a designated chaperone or driver.
5. The supervising parent or guardian will remove the sibling in the event of any disruptive behavior.

# Board of Directors Job Descriptions

## 1. President

- a. TERM, VOTING, & QUALIFICATIONS: The President shall serve a 1-yr term; shall hold a single vote on the Board of Directors and a single vote on the Executive Committee; must have served on the Board of Directors for *PACE at Lockwood* (or on a comparable non-profit Board) for at least one year and must have been a member of *PACE at Lockwood* for at least two years.
- b. Developing and Communicating Vision & Goals: With the advice and support of the Board during the annual Board Retreat, the President and Vice-President shall ensure that the annual vision and goals of *PACE at Lockwood* is established.
- c. Exercising Fiscal Responsibility & Creating a Budget: As with all Directors, who have a fiduciary duty of care to the organization, the President shall exercise fiscal responsibility. In particular, the President, in coordination with the Vice-President and Treasurer, shall draft the proposed annual budget (to be approved by both the Board and then the General Membership). Further, the President (along with the Vice-President and Treasurer) is an authorized signer on all *PACE at Lockwood* accounts.
- d. Holding Power to Contract: With the advice and consent of the Board of Directors, the President shall have the sole power to negotiate and form contracts for services or goods between *PACE at Lockwood* and third-parties. This includes contracts between *PACE at Lockwood* and Independent Contractors such as a Spanish Language Instructor.
  - i. Confidentiality of Employment Contracts: While employment contract specifics are typically kept on as “need to know” basis as possible, provisions related to salary must be given to the Treasurer.
- e. Communicating with Membership: With the advice and support of the Vice-President and the Communications Chair, the President shall keep the membership regularly informed about *PACE at Lockwood* news, events, and meetings following all notification requirements required by the bylaws.
  - i. Communication with Potential Membership: With advice and support from the Communications Chair, the President shall participate in the “PACE Information Night” event.
- f. Managing Meetings:
  - i. Internal Meetings: With the advice and support of the Vice-President, the President shall prepare agendas, determine meeting details (including,

date, time and location), and preside over all regularly scheduled Executive, Board, and General meetings.

- ii. External Meetings: With the advice and support of the Vice-President and Membership Chair, the President shall attend and actively participate in periodic meetings with the Lockwood Principal (typically, on a monthly basis), the *PACE at Lockwood* Teachers (typically, 2-4 times per year), and representatives from NSD and other PACE organizations in the district (typically, six times per year).
  
- g. Serving as the Representative of PACE: With advice and support of the Vice-President and Membership Chair, the President shall serve as the official representative of *PACE at Lockwood* for outside entities including the Lockwood Elementary School Administration, other PACE organizations, and Northshore School District Administration.
  
- h. Assisting in the creation of Board & Committee Rosters: At the start of the year, the President shall distribute an updated roster of the Board of Directors to the Lockwood Principal, *PACE at Lockwood* Teachers, and the Communications Chair. In the Spring, the President and Vice-President shall serve on the *Nominations Committee* under the direction of the Member-at-Large to begin creating the following year's roster.
  
- i. Managing Membership, Committees, & Directors:
  - i. Membership: With advice and support of the Parent Participation Coordinator, Membership Chair, and Vice-President, the President shall review special parent participation issues to ensure members are in "Good Standing" as defined in the Standing Rules before re-enrollment.
  
  - ii. Committees: Where not already formalized as a committee member, the President shall serve as a member of all committees in an advisory capacity.
  
  - iii. Directors: The President shall assign tasks, form committees, and proposed plans of action to fellow Directors; and shall regularly check in with fellow Directors to assess progress and to reallocate personnel resources if needed.
  
  - iv. Conflict Resolution: As appropriate, the President shall work with members, PACE Teachers, and the Lockwood Principal to assist in the resolution of special member issues, concerns, and conflicts.
  
- j. Leading a Handbook Review Committee: Every year, the President shall assemble a *Handbook Review Committee* to evaluate and update the Bylaws, Standing Rules, and Board & Committee Job Descriptions, as necessary. As a rule

of thumb, the Bylaws, which require a vote by the Membership, should not be changed in greater frequency than once every two years. Standing Rules can be updated every year and only require approval by the Board. Board & Committee Job Descriptions can be updated in the *Handbook Review Committee's* discretion.

- k. Tracking Member Fundraising Contributions: As soon as is practical after a fundraiser, the President shall collect breakdowns of all individual member “Fundraising Obligation” credits from the Fundraiser Team Lead(s). The President, or another member given access to Jovial at the Executive Committee’s authorization, will then enter this data into Jovial so that member’s account balances remain current.
  - i. Monitoring the “Good Standing” of Current Members: Before re-enrollment, the President should reach out to any member who has not fulfilled their financial obligation as is reflected in Jovial. If a member simply needs more time, the President can, in consultation with the Treasurer, offer a payment plan. If needed, the President can unilaterally offer hardship funding so long as such funding is reported to the Board of Directors at the next meeting.
- l. Bank Statement & Audits: Before every Board meeting the President shall request a report from the Auditor / Bank Statement Reviewer so that any discrepancies can be brought to the attention of the Board as soon as possible. Before the first Board meeting of the year (often called the “Board Retreat”), the President shall request the results of a full audit (conducted by the incoming Auditor / Bank Statement Reviewer) to be presented to the Board during the retreat.
- m. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committees.

## 2. Vice-President

- a. TERM, VOTING, & QUALIFICATIONS: The Vice-President shall serve a 1-yr term—automatically followed by a 1-yr term as President; shall hold a single vote on the Board of Directors, and a single vote on the Executive Committee; and shall be a member of *PACE at Lockwood* for at least two years (with a preference for at least one-year of leadership experience in *PACE at Lockwood*)—or, be a member of *PACE at Lockwood* for one year (regardless of leadership role) and also serve at least an additional year in a leadership role in a comparable non-profit organization.
- b. Supporting the President: Advise and support the President in developing & communicating a vision and goals for *PACE at Lockwood*; exercising fiscal responsibility; creating a budget; communicating with membership; managing meetings; serving as a representative of *PACE*; assisting in the creation of board

and committee rosters; managing membership, committees, and directors; serving on the *Handbook Review Committee*; tracking member fundraising contributions, and monitoring the “Good Standing” of current members.

- i. The only aspect of Presidential duties not shared with the Vice-President is the power to negotiate and form contracts.
  - ii. In the absence of, or at the direction of, the President, the Vice-President may take full responsibility for any of these duties except the power to contract.
- c. Learning the Job: Actively participate in all aspects of the administration of *PACE at Lockwood* in order to become prepared for taking the role of President in the following year.
  - d. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

### **3. Membership Chair**

- a. TERM & VOTING: The Membership Chair shall serve a 2-yr term (staggered with the Enrollment Coordinator); shall hold a single vote on the Board of Directors, and a single vote on the Executive Committee.
  - i. Staggered Term: Because of the importance of this role, it is recommended that there always be a stagger between the Membership Chair and the Enrollment Coordinator such that one of them always comes to the job with at least a year of experience. In the case where the stagger needs to be re-set, the Membership Chair may serve a 1-year term or a 3-year term.
- b. Fulfilling Director Duties: As with all Directors, the Membership Chair has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Membership Chair shall attend all Executive, Board, and Membership meetings. Additionally, the Membership Chair may call occasional or regular *Membership Committee* meetings.
- d. Attending External Meetings: With the advice and support of the President and Vice-President, the Membership Chair may attend and actively participate in periodic meetings with the Lockwood Principal (typically, on a monthly basis), the *PACE at Lockwood* Teachers (typically, 2-4 times per year), and representatives from NSD and other PACE organizations in the district (typically, six times per year).

- i. Communicates with President, Vice-President, and Enrollment Coordinator: Often Lockwood Administration will go directly to the Membership Chair about enrollment issues (such as filling open spots with Principal-Placed children). It is the Membership Chair's responsibility to loop in the President, Vice-President, and Enrollment Coordinator into such conversations.
  
- e. Chairing Membership Committee: The Membership Chair oversees the Membership Committee comprised of the Enrollment Coordinator, Assistant Enrollment Coordinator, Tour Coordinator (and Tour Guides), and the Parent Participation Coordinator. Provides guidance, support and oversees each position. The Membership Chair shall serve as the conduit between the Board and the Membership Committee members.
  
- f. Managing Enrollment of Potential Members:
  - i. Information Source: In coordination with the Enrollment Coordinator, the Tour Coordinator, and the Tour Guides, the Membership Chair is the primary information source for families interested in enrolling in *PACE at Lockwood*. The Membership Chair notifies potential and incoming members of enrollment procedures and of their individual statuses.
    - 1. Information Night: In support of the Communications Chair, the Membership Chair (and the President) attend and present at the "PACE Information Night" event.
  
  - ii. Enrollment Records: Maintains records of all current and past enrollment forms.
  
  - iii. Unified Enrollment Policies: *PACE at Lockwood* has an informal agreement with the other PACE organizations in the district to work within a uniform enrollment schedule and to attempt to mirror a uniform set of enrollment procedures. While we do not follow all aspects of our sister organization's enrollment procedures, we do try to do so where it doesn't conflict with our own needs. The Membership Chair is charged with comparing our policy to that of the other organizations and making suggestions that would move our procedures in line or away from the uniform procedures as is best for *PACE at Lockwood*.
  
  - iv. The Waitlist: Manages the *PACE at Lockwood* waitlist, maintains the confidential nature of the waitlist, and communicates with families when a spot opens that would allow them to join a class from the waitlist.
    - 1. Coordinates with Lockwood Principal, Office Manager, School Registrar, President, Vice-President and Enrollment Coordinator when filling open spots.

- g. Reporting the “Good Standing” of Current Members: In consultation with the President, Secretary, and the Parent Participation Coordinator, the Membership Chair is responsible for communicating to the *Executive Committee* if members are not in “Good Standing” such that they can re-enroll in the subsequent year.
  - i. The Parent Participation Coordinator will follow up with members not in “Good Standing” due to a failure to fulfill their volunteer hours obligation as well as members not in “Good Standing” due to a lack of attendance at meetings. The Membership Chair shall support the Parent Participation Coordinator as needed and shall serve as a conduit of information between the Parent Participation Coordinator and the *Executive Committee*.
- h. Managing the Re-Enrollment of Current Members: The Membership Chair shall manage the re-enrollment of current members as described in the Standing Rules.
- i. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

#### 4. Secretary

- a. TERM & VOTING: The Secretary shall serve a 1-yr term; and shall hold a single vote on the Board of Directors and a single vote on the Executive Committee.
- b. Fulfilling Director Duties: As with all Directors, the Secretary has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Secretary shall attend all Executive, Board, and Membership meetings.
- d. Reserving All Meeting Spaces & Technologies: With the advice and support of the President and Vice-President, the Secretary shall make all room reservations, cancellations, and re-bookings as required by NSD and Lockwood Elementary. Further, the Secretary shall furnish NSD and Lockwood Elementary all insurance paperwork as required to make such reservations.
  - i. Curtesy Notifications: It is good practice to send a curtesy reminder of all evening meetings via email or text to the front office staff, the PE teachers, the Librarian, and the Custodian (as is relevant). This allows staff to organize their space (putting away materials) and to know to unlock/light the space.
- e. Monitoring Executive, Board, and General Meeting Attendance: The Secretary shall keep an accurate record of the attendance of Directors and members at all *PACE at Lockwood* Executive, Board, and General meetings.

- i. Quorum: The Secretary shall notify the President whether quorum has been met such that Director or Membership action can be taken.
  - ii. Good Standing: The Secretary shall report habitual absences to the Parent Participation Coordinator, unless attendance is excused in advance by the Secretary.
- f. Recording & Distributing Minutes: The Secretary shall create a record of all motions and actions taken during meetings in a “Meeting Minutes” document. These minutes shall be promptly shared digitally (such as via email, Sharepoint, or the *PACE at Lockwood* website) with Membership—no later than ten days before the next meeting. The Secretary shall inquire at the next meeting if any corrections or additions must be made.
  - i. Approved Minutes: A corrected copy of all minutes must be maintained in the Secretary and accessible to all members upon request. This repository can be physical or digital.
- g. Maintaining and Keeping Records & Licenses: The Secretary shall work to gather, maintain, and keep the official records of the organization—such as the Articles of Incorporation, the Bylaws, Standing Rules, minutes, and copies of contracts—and to verify that licenses, insurance documents, and non-profit status documents are current.
- h. Facilitating Elections: In the case of a nomination from the floor for a position that already has a candidate, or in the event multiple candidates running for a position as a part of the proposed slate, the Bylaws require a “ballot vote.” In preparation for such an eventuality, the Secretary shall have blank ballots prepared for use in the vote. The Secretary shall maintain custody of all completed ballots and shall conduct the count. In the event the Secretary is a candidate in such a vote, the President and/or Vice-President would keep custody of the completed ballots and conduct the count.
- i. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 5. Treasurer

- a. TERM, VOTING, & QUALIFICATIONS: The Treasurer shall hold a 2-yr term, but can only serve two terms before another member must serve as Treasurer; shall hold a single vote on the Board of Directors, and a single vote on the Executive Committee; and should have experience or knowledge working with budgets and the ability to produce regular budget reports to the Board (or the willingness and ability to learn).

- i. Possibility of a 1-year Term: Because of the importance of a qualified member serving this role, it is possible for a qualified member to serve just a 1-year term (for instance, if a qualified member's youngest child is in 5th Grade and there are no other qualified and willing members).
- b. Fulfilling Director Duties: As with all Directors, the Treasurer has a fiduciary duty to the organization. In particular, the Treasurer should work to ensure that *PACE at Lockwood* is following all financial policies and guidelines as established by the IRS and Washington State for non-profit organizations such as ours.
- c. Attending PACE Meetings: The Treasurer shall attend all Executive, Board, and Membership meetings. In addition, the Treasurer may call occasional *Treasury Committee Meeting*, and shall call a summertime *Budget Committee Meeting* in order to create a budget to propose to the Board at the summer Board Retreat.
- d. Collecting & Distributing Funds: The Treasurer shall receive all funds of the organization, and deposit and distribute funds in accordance with the budget ultimately approved by Membership. The Treasurer may pay up to \$100 in excess of any line item so long as the overage is reported to the Executive Committee and up to \$250 in excess of any line item with the *prior* approval of the Board of Directors. Any amount over \$250 needs *prior* approval by the Membership.
  - i. Issuing Checks to Teachers: The Treasurer shall issue teacher funds for budgeted discretionary spending as desired. Typically, allocations occur with half being distributed mid-year and half at the end of the year (so teachers can spend it over the summer).
  - ii. Insurance: The Treasurer shall pay insurance premiums for the academic year in the Fall. A copy of the declaration page should be given to the Secretary (who will need to present it to NSD in order to make room reservations).
- e. Maintaining and Collecting Records: The Treasurer shall keep an accurate record of receipts and expenditures. While each committee should maintain their own records of expenditures, the Treasurer should verify their available balance upon request.
  - i. Collecting Receipts: The Treasurer shall establish a process for collecting receipts from members, and shall ensure that process is communicated to the membership.
- f. Communicating with the Special Treasurer: A Special Treasurer may be appointed by the *Nominations Committee* or the Board of Directors to operate a separate bank account for a specific fundraiser. The Treasurer shall maintain

communication with and oversight of the Special Treasurer.

- g. Following Financial Safeguard Procedures: The Treasurer shall ensure that two authorized signatures are present on each check from the main PACE account over the amount of \$500. Authorized signers include the President, Vice-President and Treasurer. A Special Treasurer may be given similar signing authority for checks written from the special fundraising bank account only. However, due to the nature of the Special Treasurer's duties, there are often transfers of money without the use of checks. The Treasurer, in addition to the Auditor/Bank Statement Reviewer, should periodically review the special fundraising bank account.
  - i. Providing Advice on Cash Handling Procedures: The Treasurer should offer advice on the handling of all cash, check, credit card, PayPal, and other financial instruments used by PACE fundraising events and activities (including informal arrangements such as "class funds"). Guidelines should include chain of custody, required forms, and the timing for remittal of cash, checks, and receipts to the Treasurer.
- h. Drafting a Proposed Budget: The Treasurer shall lead a summertime *Budget Committee* meeting (the *Budget Committee* is comprised of the President, Vice-President, and Treasurer) to craft a proposed annual budget that can be approved by the Board and Membership at their first meetings. When a new Treasurer is taking over the position, it is good practice to also hold an informal pre-"Budget Meeting" meeting at the end of the academic year that includes the outgoing Treasurer. The Treasurer must verify the general account has funds to cover at least half of the proposed budget for the school year.
- i. Creating & Providing Reports: At least one week prior to each Board and General Meeting, the Treasurer (and Special Treasurer for a particular fundraiser, if applicable) shall provide a Profit and Loss Budget vs. Actual Statement to the President and Vice-President to be distributed to the directors or members in attendance at the Board or General meeting.
  - i. Monthly Bank Statement Review: The Treasurer shall provide bank records and information for the primary account to the Bank Statement Reviewer monthly so a review and report shall be created and provided to the President before the next Board meeting.
  - ii. Annual Audit: The Treasurer shall make a full report and provide access to all financial records to the incoming Auditor at the end of the fiscal year so a full report can be created and provided to the President before November.
- j. Tax Forms & Non-Profit Status: The Treasurer shall ensure the appropriate tax forms are completed, filed, and/or and sent (including 1099, 1096, and 990N

forms as appropriate.) Further, the Treasurer shall ensure *PACE at Lockwood's* non-profit status is renewed with the Secretary of State in October (proof of renewal should be given to the Secretary for our records).

- k. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 6. Enrichments Chair

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. Fulfilling Director Duties: As with all Directors, the Enrichments Chair has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Enrichments Chair shall attend all Board and Membership meetings. Additionally, the Enrichments Chair may call occasional or regular *Enrichments Committee* meetings.
- d. Chairing Enrichments Committee: The Enrichments Chair oversees the *Enrichments Committee* comprised of the Mini-Units team, the Outdoor Education team, the Family Camping team, the Spanish Program team, the Halloween Event team, and the Art Docent Program.
- e. Providing Guidance and Support: The Chair shall provide guidance, support, and shall oversee each team and position on their committee. This includes providing training, resources, and advocacy, as needed.
  - i. Communications: The Enrichments Chair shall serve as the conduit between the Board and the Enrichment Committee teams and members. As such, the Chair shall work to gather announcements and other news from their committee and distribute appropriately (for instance, to the Communications Chair for placement in the webpage, Facebook, or PACESetter newsletter; or, to the President for inclusion on the PACE Broadcast).
  - ii. Unfilled Positions: In the event that a position in the committee is unfilled, the Enrichments Chair shall propose to the *Executive Committee* a substitute to fill the position from within the *Enrichments Committee* itself.
- f. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 7. Community Support Committee Chair

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. Fulfilling Director Duties: As with all Directors, the Community Support Chair has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Community Support Chair shall attend all Board and Membership meetings. Additionally, the Community Support Chair may call occasional or regular *Community Support Committee* meetings.
- d. Chairing Community Support Committee: The Community Support Chair oversees the *Community Support Committee* comprised of the PTA Representative, the Staff Appreciation team, the New Family Mentoring team, the Community Events team, and the Meeting Support team.
- e. Providing Guidance and Support: The Chair shall provide guidance, support, and shall oversee each team and position on their committee. This includes providing training, resources, and advocacy, as needed.
  - i. Communications: The Community Support Chair shall serve as the conduit between the Board and the *Community Support Committee* members. As such, the Chair shall work to gather announcements and other news from their committee and distribute appropriately (for instance, to the Communications Chair for placement in the webpage, Facebook, or PACEsetter newsletter; or, to the President for inclusion on the PACE Broadcast).
  - ii. Unfilled Positions: In the event that a position in the committee is unfilled, the Community Support Chair shall propose to the *Executive Committee* a substitute to fill the position from within the *Community Support Committee* itself.
- f. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 8. Fundraising Committee Chair

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. Fulfilling Director Duties: As with all Directors, the Fundraising Chair has a fiduciary duty to the organization.

- c. Attending PACE Meetings: The Fundraising Chair shall attend all Board and Membership meetings. Additionally, the Fundraising Chair may call occasional or regular *Fundraising Committee* meetings.
- d. Planning Fundraising Strategy & Events: In consultation with the Fundraising Committee, the Executive Committee, and the Board of Directors, the Chair shall determine the need and type of fundraiser(s) each year and set the dates.
- e. Chairing Fundraising Committee: The Fundraising Chair oversees the *Fundraising Committee* comprised of a Team Lead for each individual fundraiser as well as a Fundraising Representative in each individual class.
- f. Providing Guidance and Support: The Chair shall provide guidance, support, and shall oversee each team and position on their committee. This includes providing training, resources, and advocacy, as needed.
  - i. Planning and Implementation of Events: While the Team Lead for each fundraiser should largely plan and implement a given fundraiser, the Chair shall serve as the advisor, and might take a more direct role such as by unifying all requests for business donations (so that individual fundraiser leads are not each asking the same businesses).
  - ii. Cash Handling Procedures: The Chair shall reach out to the Treasurer to ensure the *Fundraising Committee* is trained on all cash handling procedures for events and activities. Such procedures should include chain of custody, required forms, and the timing for remittal to the Treasurer.
  - iii. Ensuring Prompt Communication of Member Contributions: On a time schedule as agreed to with the President, the Fundraising Chair shall prompt the Team Lead(s) to provide the President a breakdown of all individual member “Fundraising Obligation” credits so that member’s account balances can be updated in Jovial before re-enrollment occurs.
  - iv. Communications: The Fundraising Chair shall serve as the conduit between the Board and the *Fundraising Committee* members. As such, the Chair shall work to gather announcements and other news from their committee and distribute appropriately (for instance, to the Communications Chair for placement in the webpage, Facebook, or PACESetter newsletter; or, to the President for inclusion on the PACE Broadcast).
  - v. Unfilled Positions: In the event that a position in the committee is unfilled, the Fundraising Chair shall propose to the *Executive Committee* a substitute to fill the position from within the *Fundraising Committee* itself.
- g. Updating the Board & Committee Job Descriptions: At the end of the academic

year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 9. Communications Committee Chair

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. Fulfilling Director Duties: As with all Directors, the Communications Chair has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Communications Chair shall attend all Board and Membership meetings. Additionally, the Communications Chair may call occasional or regular *Communications Committee* meetings.
- d. Chairing Communications Committee: The Communications Chair oversees the *Communications Committee* comprised of an External Team (the Webmaster, Social Media Lead, and Information Night Lead), an Internal Team (the Data/Email Lead and the Historian/Archivist), and the PACESetter Newsletter Team (the PACESetter Newsletter Lead and a reporter from each class).
- e. Providing Guidance and Support: The Chair shall provide guidance, support, and shall oversee each team and position on their committee. This includes providing training, resources, and advocacy, as needed.
  - i. Information Collection & Publication: The Communications Chair shall serve as the conduit between the Board and the *Communications Committee* members. As such, the Chair shall work to gather announcements and other news from all other Board members for placement in the webpage, Facebook, or PACESetter newsletter.
    1. Regular Collection & Publishing Plan: The Chair shall create a regular information collection plan—proactively reaching out to the Board, committees, teams, and members. Further, the Chair shall establish a regular distribution and publishing plan.
    2. PACE Broadcast: While the PACE Broadcast is distributed by the President, the Communications Chair shall provide the President an edited copy of all announcements and reminders for the Broadcast.
  - ii. Information Storage and Access: The Communication Chair is also responsible for the PACE email and file storage through Sharepoint. Approximately one month after the end of the academic year, the Chair should ensure that the Data/Email Lead begins resetting passwords and email forwarding to the appropriate members.

- iii. Unfilled Positions: In the event that a position in the committee is unfilled, the Communications Chair shall propose to the *Executive Committee* a substitute to fill the position from within the *Communications Committee* itself.
- f. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 10. Field Trips and Incursions Committee Chair

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. Fulfilling Director Duties: As with all Directors, the Field Trip & Incursions Chair has a fiduciary duty to the organization.
- c. Attending PACE Meetings: The Field Trips & Incursions Chair shall attend all Board and Membership meetings. Additionally, the Field Trips and Incursions Chair may call occasional or regular *Field Trips & Incursions Committee* meetings.
- d. Chairing Field Trips & Incursions Committee: The Field Trips & Incursions Chair oversees the *Field Trips and Incursions Committee* comprised of a Field Trips Team (1-2 Representatives in each class), and an Incursion Team (0-1 Representatives in each class). Note that if a class does not have an Incursion Representative, one of the class Field Trip Representatives will take up those responsibilities.
- e. Providing Guidance and Support: The Chair shall provide guidance, support, and shall oversee each team and position on their committee. This includes providing training, resources, and advocacy, as needed.
  - i. Provide Initial Training: The Chair shall meet with all Representatives early in the year in order to explain guidelines and responsibilities, and to provide them packets (either physically or digitally) that include all forms, instructions, and chaperone instructions.
    - 1. Fair Chaperone Selection Procedure: The Chair shall update and share a standard policy for a fair and equitable chaperone selection procedure.
    - 2. Field Trip Funds Management: Ensure that Field Trip Representatives understand the procedures for managing and tracking field trip money; as well as handling reimbursements.

3. Update Guidelines: Update the guidelines, forms, and other training materials in preparation for the next school year.
- ii. Coordinate Communication:
1. Budget: Help information flow from the Treasurer to the Field Trip and Incursions Representatives and Teachers about available budget.
  2. NSD / Lockwood Paperwork: With the Enrollment Coordinator, ensure all Washington State Patrol (WSP) forms, proof of insurance forms, and copies of insurance cards for all parents who wish to chaperone or drive on a field trip are submitted to the school. Also, particularly for new families, confirm that district required “volunteer application” forms have been submitted.
  3. Unfilled Positions: In the event that a position in the committee is unfilled, the Field Trips & Incursions Chair shall propose to the *Executive Committee* a substitute to fill the position from within the *Field Trips & Incursions Committee* itself.
- f. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## 11. Class Coordinators

- a. TERM & VOTING: Serves a 1-year term (encouraged not to repeat term for the same class twice in a row), and *shares* one vote on the Board of Directors with the other Class Coordinators.
- b. Fulfilling Director Duties: As with all Directors, the Class Coordinators have fiduciary duties to the organization.
- c. Attending PACE Meetings: The Class Coordinators shall select a single representative to attend each Board meeting. Typically, the Class Coordinators rotate on a regular schedule which Coordinator among them attends a given Board Meeting. All Class Coordinators shall attend General Membership meetings.
- d. Mediating & Resolving Dispute Involving Parents: Where appropriate, the Class Coordinator should serve as a resource or facilitate resolution of any classroom conflict between parents, between parents and the concerned parent’s PACE teacher, between parents and Board members. Disputes between parents and Lockwood Elementary or NSD Staff outside of the concerned parent’s classroom are not something the Class Coordinator should get involved in.

- e. Organizing the 5th Grade Graduation Party: The 5th grade Class Coordinator will organize or delegate an end-of-year graduation party for the graduating 5th Grade PACE students.
- f. Working with the Teacher: The Class Coordinator should meet with their teacher before the academic year begins in order to establish a rapport, to get a sense of what help the teacher wants and needs, and to begin preparing material and announcements for parents. Thereafter, the Class Coordinator should meet with the teacher approximately once each week. Class Coordinators have the responsibility to work with the teacher to determine specific classroom roles, to gather parent availability, and to fairly and equitably pair that availability with a blank volunteer schedule and roles created at the direction of the teacher. Often this schedule will change several times over the course of the year at the direction of the teacher and parent assignment will need to be adjusted.
- g. Working with the Parents: The Class Coordinator can begin communication with parents as early as the beginning of summer in order to organize summer park dates, to add parents to a class Facebook Group, and to begin passing on important PACE information. During the year, the Class Coordinator should be a regular point of contact for parents—passing on information and reminders about *PACE and Lockwood* events and deadlines to parents, as well as sharing parent concerns with the teacher or with the Board.
  - i. Volunteer Shift Changes: Sometimes a parent cannot attend their designated volunteer time. Typically, a parent will check with the teacher to see if a replacement is desired and will then work to get their time covered by another parent. Class Coordinators should work to emphasize the importance of advance communication and finding coverage.
    - 1. Working with Other PACE Classes: If a family is having a difficult time finding an available volunteer slot in the classroom, the Class Coordinator can help the family reach out to other PACE teachers and Class Coordinators that might need assistance.
  - ii. Communication Forums: Recognizing that some families don't read email carefully and some don't use Facebook, it is a good idea to share important announcements over several mediums. The Class Coordinator should distribute a class roster to all families and should add all families to an email distribution list and to the class Facebook Group.
    - 1. Family Privacy Concerns: Before distributing any information, the Coordinator should verify that families agree to have information like their home addresses or emails included on the roster; and should verify that other parents are allowed to post photos of each child in the class Facebook Group.

- iii. Social Gatherings: The Class Coordinator should organize or delegate the organization of social gatherings for class families, including park playdates, and parents/guardians “night outs.”
  - iv. Meal Trains & Family Support: The Class Coordinator often organizes help in terms of food or childcare in times of great family stress or celebration (such as childbirth or a death in the immediate family).
  - v. Class Teacher Appreciation Fund: The Class Coordinator typically collects a small (and optional) amount of money (roughly \$10) from each family to use for Teacher Appreciation gifts throughout the year—especially for birthdays, holidays, and other special milestones. This money should be submitted to the Treasurer for keeping and not held by the Class Coordinator.
- h. Working with the Board: The Class Coordinators shall communicate class issues to the designated voting Class Coordinator before each Board Meeting (so they can be raised to the Board). The Class Coordinator designated to attend a given Board Meeting shall promptly communicate information and announcement from the Board to all other Class Coordinators.
- i. Connecting Parents to PACE Events: The Class Coordinator will often be asked to help “rally the troops” for fundraising events, staff appreciation week, Mini-Units, field trips, cooking lessons, Halloween & Valentines events, and other classroom parties.
  - ii. Verification of Volunteer Form Completion: Before any parent can volunteer, the Class Coordinator should verify that parent volunteers have turned in the Washington State Patrol (WSP) forms and volunteer application forms.
- i. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

## **12. Enrollment Coordinator**

- a. TERM & VOTING: Serve a 2-year term, and holds one vote on the Board of Directors. As with the Membership Chair, it is possible for the term of this position to be shortened or lengthened (1-yr term or 3-yr term) so that there is always a stagger between the two roles.
- b. Fulfilling Director Duties: As with all Directors, the Enrollment Coordinator has a fiduciary duty to the organization.

- c. Attending PACE Meetings: The Enrollment Coordinator shall attend all Board and Membership meetings. Additionally, the Membership Chair may call occasional or regular *Membership Committee* meetings, which the Enrollment Coordinator will attend. At the direction of the Membership Chair, the Enrollment Coordinator may also be asked to accompany or substitute for the Membership Chair in meetings with Lockwood Administration, NSD Administration, or with other PACE organizations in the district.
  - i. Current Roster: At all membership meetings, the Enrollment Coordinator should have access to a complete roster of all enrolled members.
- d. Serving in the Membership Committee: Under the direction of the Membership Chair, the Enrollment Coordinator is a member of the Membership Committee.
  - i. Potential Members: In coordination with the Membership Chair, the Enrollment Coordinator confidentially maintains the wait list for applicants to the program.
  - ii. Current Members: The Enrollment Coordinator manages all PACE rosters and re-enrollment of current PACE students. Further, the Coordinator promptly notifies PACE Teachers and Class Coordinators of any changes.
    - 1. Enrollment Reports: Enrollment Reports should be provided to the Membership, Board, and to the Lockwood Elementary Administration as relevant or requested.
    - 2. Re-Enrollment: In January, the Enrollment Coordinator will provide a re-enrollment link to the President.
  - iii. Data Retention: The Enrollment Coordinator should maintain all records of registration communications, all applications and all other enrollment paperwork as described in the PACE data retention policy.
- e. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

### **13. Member-at-Large**

- a. TERM & VOTING: Serves a 1-year term, and holds one vote on the Board of Directors.
- b. QUALIFICATIONS: Shall be a member of *PACE at Lockwood* for at least three years, and it is strongly preferred they have served on the Board of Directors for at least one year.

- c. Fulfilling Director Duties: As with all Directors, the Member-at-Large has a fiduciary duty to the organization.
- d. Attending PACE Meetings: The Member-at-Large must attend all Board and Membership meetings. Additionally, the Member-at-Large will serve as the Chair of the *Nominations Committee* and will call occasional or regular *Nominations Committee* meetings in the Spring.
- e. Fulfilling Primary Duty of Offering Wise Counsel: The Member-at-Large has the primary duty of being a voice of reason, and of consistently placing value in the best interests of the organization’s long-term strength and growth (rather than its immediate needs and operations). The Member-at-Large is charged with considering the “larger picture” such as the organization’s financial health, the morale of its members, its position in the community, its relationship with other PACE organizations, its communication strategy with the district, and so on. As such, the Member-at-Large is considered an advisory member of every PACE committee established in the Standing Rules or Bylaws—except the *Executive Committee*.
- f. Representing PACE in the Community: While the President, Vice-President, Membership Chair, and Communication Chair may be asked to represent *PACE at Lockwood* to the public or to other organization.
- g. Chairing the Nominations Committee: The Member-at-Large is charged with forming and leading the *Nominations Committee*. This committee is comprised of the Member-at-Large, President, Vice-President, and at least two other members as chosen by the Member-at-Large. The primary task of the committee is to assemble a proposed slate of incoming Board of Directors to present to the outgoing Board of Directors. If possible, the *Nominations Committee* should work to fill all other committee positions at the same time.
- h. Updating the Board & Committee Job Descriptions: At the end of the academic year, submit (to the *Handbook Review Committee*) a list of updates and suggested changes to this document that are related to your position and committee.

#### **14. PACE Teachers (1st-Grade through 5th-Grade)**

- a. PACE Teachers are not required to have a child in the program and are ex officio, non-voting members of the Board of Directors through their employment as PACE Teachers.

#### **15. President Emeritus**

- a. The President Emeritus is not required to have a child in the program and is an ex officio, non-voting member of the Board of Directors. The term of office is indefinite, but there is an expectation they will be available for advice in the year following their term as President.

# Committee Job Descriptions

## 1. Enrichments Committee

- a. TERM: Committee positions are, preferably, a 1-year term. However, for Team Leader positions that have a “Co-Team Leader,” we strongly encourage members who serve in the “Co-Team Leader” position to advance to the “Team Leader” position in the following year. Aside from that situation, it is preferred that members not hold the same position for more than one term in order to give other members a chance to show their talents in that area. However, there is no strict rule against continuing in a committee position indefinitely.
- b. Enrichments Committee Structure: Led by the Enrichments Chair, the committee is comprised of the Mini-Units Enrichment Team, the Outdoor Education Enrichment Team, the Family Camping Enrichment Team, the Spanish Program Enrichment Team, the Halloween Event Team, and the Art Docent Program. In the absence of leadership in any of the following teams, the Enrichments Chair can, with the advice of the Executive Committee, promote team members from within the committee, receive a new member into their committee, or personally assume the leadership role.
  - i. Mini-Units Enrichment Team: A group of about a half-dozen team members led by the Mini-Units Enrichments Coordinator and Co-Coordinator. It is suggested, but not required, that the Mini-Units Enrichment Coordinator and Co-Coordinator hold staggered 2-year terms so that the Co-coordinator becomes the Coordinator in their second year on the team. For the following tasks it is expected that team members attend all team meetings and assist the Coordinator and Co-Coordinator where possible.
    1. Meetings: In addition to General Meetings, Mini-Units Enrichment Team members will hold additional planning meetings in preparation for their events. Further, a representative from the Mini-Units Enrichment Team must attend and present at the “PACE Information Night” and, if requested, can attend the “New Family Dessert Night.”
    2. Communication Stream: Generally, the team should communicate their needs and announcements through the Enrichments Chair, who will attend Board meetings as their representative. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Enrichments Chair’s request, the Mini-Units Enrichment Coordinator(s) may attend any Board meeting in person to give a report.

3. Develop Mini-Units Themes and Lessons: With PACE teacher's input, create a theme and lesson plan for Mini-Units.
  4. Enlist Parent Teachers and Assistants: Enlist parents to teach lessons, ensure they are trained to conduct the lessons, and schedule any additional volunteers needed to assist on the days of Mini-Units.
  5. Manage Mini-Units Budget: Manage the budget and maintain records of deposits and expenses. Verify available budget with the Treasurer.
  6. Debrief & Record: After a Mini-Unit session, debrief with teachers and record the lessons taught (and lessons learned!) in a file in the PACE Sharepoint of completed and potential Mini-Units sessions.
  7. Budget Input: Provide input to the President about the Mini-Units budget for the following year.
- ii. **Outdoor Education Enrichment Team**: Often comprised of just the Outdoor Education Enrichment Coordinator and Co-coordinator, but possibly also a half-dozen team members. It is strongly suggested, but not required, that the Outdoor Education Enrichment Coordinator and Co-Coordinator hold staggered 2-year terms so that the Co-coordinator becomes the Coordinator in their second year on the team. For the following tasks it is expected that team members attend all team meetings and assist the Coordinator and Co-Coordinator where possible.
1. Meetings: In addition to General Meetings, Outdoor Education Enrichment Team members will hold additional planning meetings in preparation for their event. Further, a representative from the Outdoor Education Enrichment Team must attend and present at the "PACE Information Night" and, as requested, can attend the "New Family Dessert Night."
  2. Communication Stream: Generally, the team should communicate their needs and announcements through the Enrichments Chair, who will attend Board meetings as their representative. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Enrichments Chair's request, the Outdoor Education Enrichment Coordinator(s) may attend any Board meeting in person to give a report.
  3. Plan & Execute Outdoor Education Day: The Outdoor Education

Enrichment Coordinator, in cooperation with their Co-Coordinator, and assisted by any team members, shall organize and execute an off-site, outdoor, educational experience for *PACE at Lockwood* students and staff. Outdoor Education occurs in the Fall, every other year (alternating with Family Camping Weekend). Duties include the management, oversight, and/or delegation of the following:

- a. Develop Curriculum: Development of a variety of environmentally related class topics and curriculums, organize placement of students, volunteers and staff, location and transportation reservations, communications, food, materials and gear, safety, budget, forms and FAQs, reports and spreadsheets, and evening program details.
- b. Coordinate with Teachers: Meet/communicate with teachers to coordinate plans, curriculum, and day-of execution.
- c. Enlist Parent Teachers and Assistants: Enlist parents to teach lessons, ensure they are trained to teach lessons, and schedule any additional volunteers needed to assist the day of Outdoor Education.
- d. Manage Outdoor Education Budget: Manage the budget and maintain records of deposits and expenses. Verify available budget with the Treasurer.
- e. Debrief & Record: Debrief with teachers and record the lessons taught (and lessons learned!) in a file in the PACE Sharepoint of completed and potential Outdoor Education activities.

4. Budget Input: Provide input to the President about the Outdoor Education budget for the following year.

iii. **Family Camping Enrichment Team**: Often comprised of just the Family Camping Enrichment Coordinator and Co-coordinator, but possibly also a half-dozen team members. It is strongly suggested, but not required, that the Family Camping Enrichment Coordinator and Co-Coordinator hold staggered 2-year terms so that the Co-coordinator becomes the Coordinator in their second year on the team. For the following tasks it is expected that team members attend all team meetings and assist the Coordinator and Co-Coordinator where possible.

1. Meetings: In addition to General Meetings, Family Camping

Enrichment Team members will hold additional planning meetings in preparation for their event. Further, a representative from the Family Camping Enrichment Team must attend and present at the “PACE Information Night” and, by request, can attend the “New Family Dessert Night.”

2. Communication Stream: Generally, the team should communicate their needs and announcements through the Enrichments Chair, who will attend Board meetings as their representative. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Enrichments Chair’s request, the Family Camping Enrichment Coordinator(s) may attend any Board meeting in person to give a report.
3. Plan & Execute Family Camping Weekend: The Family Camping Enrichment Coordinator, in cooperation with their Co-Coordinator, and assisted by any team members, shall organize a weekend camping experience for *PACE at Lockwood* students and staff. Family Camping occurs in the Fall, every other year (alternating with Outdoor Education Day). Duties include the management, oversight, and/or delegation of the following:
  - a. Verify Insurance: Work with the Treasurer and President to verify that the appropriate insurance is in place.
  - b. Communicating with Members: Inform members of timelines, fees, and procedures for booking campsites.
  - c. Scheduling & Booking Event: Reserve the yurts and shelters; and should communicate with the campsite regarding contract, insurance, and billing.
  - d. Conduct the Yurt Lottery: Conduct a lottery for the yurts and/or cabins in a fair and equitable manner.
  - e. Plan the Event: Plan the details regarding placement of families at camp, meals, waterfront and entertainment. Organize volunteers for fire duty, cooking, cleaning, hike leads, organized games, and so on. Purchase or locate all required wood, food, materials and safety gear.
  - f. Enlist Volunteers: Enlist parents to assist throughout the weekend.

- g. Manage Family Camping Budget: Manage the budget and maintain records of deposits and expenses. Collect payments from members for food or other added expenses. Verify available budget with the Treasurer.
  - h. Debrief & Record: Debrief and record the lessons taught (and lessons learned!) in a file on the PACE Sharepoint.
  - i. Budget Input: Provide input to the President about the Family Camping budget for the following year.
- iv. **Spanish Program Enrichment Team**: Often comprised of just the Spanish Enrichment Coordinator and Co-coordinator, but possibly also a few team members. It is strongly suggested, but not required, that the Spanish Enrichment Coordinator and Co-Coordinator hold staggered 2-year terms so that the Co-coordinator becomes the Coordinator in their second year on the team. For the following tasks it is expected that team members attend all team meetings and assist the Coordinator and Co-Coordinator where possible.
- 1. Meetings: In addition to General Meetings, Spanish Enrichment Team members will hold additional planning meetings in preparation for their event. Further, a representative from the Family Camping Enrichment Team must attend and present at the “PACE Information Night” and, by request, may attend the “New Family Dessert Night.”
  - 2. Communication Stream: Generally, the team should communicate their needs and announcements through the Enrichments Chair, who will attend Board meetings as their representative. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Enrichments Chair’s request, the Spanish Enrichment Coordinator(s) may attend any Board meeting in person to give a report.
  - 3. Plan & Execute Dia del Nino Event: The Spanish Enrichment Coordinator, in cooperation with their Co-Coordinator, and assisted by any team members, shall organize a Dia del Nino event for *PACE at Lockwood* students and staff. Dia del Nino occurs in the Spring. Duties include the management, oversight, and/or delegation of the following:
    - a. Schedule the Event: Ensure the calendar date is as close to April 30th as possible, usually the nearest Early-Release

Wednesday.

- b. Delegate Tasks: Work with committee to plan and delegate tasks.
  - c. Gather Supplies: Request nut-free candy and trinket donations from general membership (suggested collection times of after Halloween, Winter Break, and Spring Break.). Locate all previous years' items to confirm contents prior to any purchasing.
  - d. Enlist Volunteers: Enlist parents to assist leading up to and throughout the event.
  - e. Manage Spanish Budget: Manage the budget and maintain records of deposits and expenses. Collect payments from members for food or other added expenses. Verify available budget with the Treasurer.
  - f. Debrief & Record: Debrief and record the lessons taught (and lessons learned!) in a file on the PACE Sharepoint.
4. Spanish Program Assistance:
- a. Ordering Materials: Prepare, submit, and coordinate orders for curriculum materials needed for the academic year. In conjunction with the Spanish teacher, obtain workbook counts and curriculum needs in time for the start of the Spanish program, typically in October.
  - b. Coordinating Calendars: Work with PACE teachers and the PACE Spanish teacher to coordinate and prepare the Spanish teaching calendar for the upcoming year, including the daily schedule for each grade.
  - c. Serve as PACE Contact for Spanish Teacher: Be available for the Spanish Teacher to express concerns about PACE supplies, to suggest special projects or purchases, or to notify PACE about any absence or sick day taken by the Spanish Teacher.
  - d. Thank-You Notes from Students: As desired, to coordinate year-end "Thank You" notes and birthday wishes from students to the Spanish Instructor.
  - e. Hiring Committee: If it becomes necessary to replace the

Spanish Teacher, join a hiring committee called by the President to interview prospective applicants for the position.

- f. Debrief & Record: Debrief and record the lessons taught (and lessons learned!) in a file in the PACE Sharepoint.
5. Budget Input: Provide input to the President about the Spanish budget for the following year.
- v. **Halloween Party Enrichment Team**: Often comprised of just the Halloween Party Enrichment Lead and, sometimes a Co-lead. It is suggested, but not required, that the Lead and Co-Lead hold staggered 2-year terms so that the Co-Lead becomes the Lead in their second year on the team.
1. Communication Stream: Generally, the team should communicate their needs and announcements through the Enrichments Chair, who will attend Board meetings as their representative. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Enrichments Chair's request, the Halloween Team Lead(s) may attend any Board meeting in person to give a report.
  2. Plan & Execute Halloween Event: The Halloween Party Enrichment Lead, in cooperation with their Co-Lead, shall organize a Halloween Party event for *PACE at Lockwood* students and staff.
    - a. Coordinate with Teachers & Class Coordinators: The Lead(s) should coordinate efforts with the Teachers, Class Coordinators, and the assigned Halloween Parent(s) from each classroom (if applicable).
    - b. Gather Supplies: Locate all previous years' supplies prior to any purchasing. Purchase new supplies as needed.
    - c. Enlist Volunteers: In coordination with the Class Coordinator, enlist parents to assist leading up to and throughout the event.
    - d. Manage Halloween Party Budget: Manage the budget and maintain records of deposits and expenses. Collect payments from members for food or other added expenses.

Verify available budget with the Treasurer.

- e. Debrief & Record: Debrief and record the lessons taught (and lessons learned!) in a file in the PACE Sharepoint.
3. Budget Input: Provide input to the President about the Halloween Party budget for the following year.
- vi. Art Docent Program: The Art Docent Program is run through the PTA (and not through PACE). However, PACE ensures that there are 1-2 Art Docents in every PACE classroom and serving as an Art Docent counts as fulfilling your service on a “PACE Board or Committee” obligation.
  1. Meetings: In addition to General Meetings, Art Docents may hold additional planning or training meetings in preparation for their work. Further, a representative from the Art Docent Program, as requested, may attend and present at the “PACE Information Night” and/or “New Family Dessert Night.” If desired, or by the Enrichments Chair’s request, any Art Docents may attend any Board meeting in person to give a report.
  2. Communication Stream: While most Art Docent issues should go through the PTA and/or NSD, Art Docents working in PACE classrooms may also communicate their needs and announcements through the PACE Enrichments Chair, who will attend Board meetings as their representative in PACE. The Enrichments Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast).
  3. Plan & Execute Art Docent Lessons: As directed by the PTA and/or NSD and with the advice and consent of the teachers, the Art Docents shall organize and conduct a series of art lessons over the year.

## 2. Communications Committee

- a. TERM: Committee positions are, preferably, 1-year terms. While it is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area, there is no strict rule against continuing in a committee position indefinitely.
- b. Communications Committee Structure: Led by the Communications Chair, the committee is comprised of an External Communication Team (Webmaster, Social Media Lead, and Information Night Lead), an Internal Communications Team (Data/Email Lead and an Historian/Archivist), and the PACESetter Newsletter

Team (PACEsetter Newsletter Lead and a reporter from each class). In the absence of leadership in any of the following teams, the Communications Chair can, with the advice of the Executive Committee, promote team members from within the committee, receive new members into their committee, or personally assume the leadership role.

All teams should manage and maintain records of deposits, expenses, etc. for their team. When needed, they should verify available budgets with the Treasurer.

i. **The External Communications Team**: This team is responsible for most outward-facing communication such as the PACE Website, PACE Facebook account, and the “PACE Information Night.”

1. **The Webmaster**: In coordination with or at the direction of the Communications Chair, the webmaster ensures that website, at a minimum, includes the current Handbook (Bylaws, Standing Rules, and these Job Descriptions), current information about the PACE application process, current contact information, and a current calendar of events.

Additional information such as upcoming meeting agendas, past meeting minutes, links to useful forms, PACE Broadcasts, and PACEsetter Newsletters would also be appropriate to include. Past webmasters have additionally written regular blogs, or have tied in the social media feed from our Facebook page so that the website feels active and welcoming to members.

a. **Flow of Information**: Information can come from such sources as parents, board members, teachers, PTA, or even parenting-related articles found on the internet. The webmaster should develop a plan in coordination with the Communications Chair for how content is created or gathered, on what schedule it is posted, and with what oversight from the Communications Chair.

b. **Confidentiality**: In all public communications, respect the security and confidentiality of members, as well as monitoring and moderating postings of text or images.

2. **The Social Media Lead**: In coordination with or at the direction of the Communications Chair, the Social Media Lead manages our regular social media account(s).

a. **Flow of Information**: Information can come from such sources as parents, board members, teachers, PTA, or even parenting-related articles found on the internet. The Social

Media Lead should develop a plan in coordination with the Communications Chair for how content is created or gathered, on what schedule it is posted, and with what oversight from the Communications Chair.

- b. Confidentiality: In all public communications, respect the security and confidentiality of members, as well as monitoring and moderating postings of text or images.

3. The PACE Information Night Lead

- a. Plan & Run “PACE Information Night:” Organize and run Information Night event. This can include ensuring the distribution of fliers to Lockwood and feeder schools, inviting representatives from our Enrichments to come speak, ensuring displays with photos from recent enrichments are set up, staffing the evening with parent or student volunteers, inviting teachers for a Q & A panel (and moderating that discussion, if required), and inviting the Principal, PACE President or any other speaker to present.

- i. Display Boards: With support from the Historian/Archivist, The Information Night Lead should print photos of recent enrichments to update the photo boards and to create new photo boards for use during “PACE Information Night.”

- ii. The Internal Communications Team: This team is responsible for most inward-facing communication such as Sharepoint and Email accounts as well as file storage and historical archives of PACE photos and other materials.

- 1. The Data/Email Lead: The Data/Email lead is responsible for maintaining our email and data storage processes. Currently, we are using a package through Microsoft (Outlook and Sharepoint) to manage this. Every member of PACE has an official PACE email account, which gives them access to specific Sharepoint storage as is applicable to their role.

- a. Email: The workload in this position is heavier in the summer before the academic year begins. By mid-July all accounts should have passwords re-set and forwarding addresses set to their new owner’s personal emails. If new positions have been created, now is the time to create those accounts. As you create an account, be sure to give it access to the appropriate Sharepoint area as well as adding

it to the appropriate email groups. Over the year, PACE members might leave the program, switch roles, change their personal emails, or forget their passwords. It is the Data/Email Lead's task to adjust and take care of these issues.

- b. Sharepoint: Important PACE documents should be saved in the appropriate Sharepoint sites. As needed or requested, the Data/Email Lead can create new sites. Organization within each site is up to the committee or team using that site.
  - c. Other Microsoft Applications: As a part of our package, we also have access to Microsoft Forms, Microsoft Onedrive, and other Microsoft products. The Data/Email Lead can support these products as much as they feel comfortable doing.
  - d. Virtual Meeting Support: Where necessary, the Data/Email Lead should offer general support or training for any PACE meeting occurring virtually.
2. The Historian/Archivist: The Historian/Archivist support the secure electronic archival of historic and relevant program documents (such as PACE Setter Newsletters, PACE Broadcasts, event flyers and programs, advertising materials, logos and graphics, agendas, minutes, and photos). Where other members are in charge of created and editing that content, the Historian/Archivist is responsible for collecting and organizing it.
- a. Photo Collection & Management: In addition to collecting newspaper clippings, flyers, posters, and such, the Historian/Archivist should work with the Class Coordinators to gather photos of events throughout the year in an organized way that can be retained, accessed, and downloaded (such as through SmugMug, Shutterfly, or a classroom Sharepoint site).
  - b. Recruiting Photographers: The Historian/Archivist should work with the Class Coordinators to ensure there are photographers for official PACE events so that a good record is captured.
  - c. Slide Shows: Using archived photos, as requested, the Historian/Archivist may make slide show for use in various PACE events. For instance, they might make an Outdoor

Education Day slideshow to play at the meeting following Outdoor Education Day, at “PACE Information Night,” at “New Family Dessert Night,” or for the “5<sup>th</sup> Grade Graduation.”

- iii. **The PACEsetter Newsletter Team**: This team is responsible for designing, providing content for, and publishing a regular newsletter (issuing 3-4 times each year) featuring activities occurring in PACE classrooms.
  1. **The PACEsetter Newsletter Editor**
    - a. **Collects Articles & Media**: The Editor should regularly communicate deadlines with the class Reporters and the President—who each owe an article and photo to each newsletter—such that there is time to edit the content and to fit the content to the newsletter’s design and layout. Give Reporters and the President good examples of past articles as needed.
    - b. **Publish Newsletters**: The Editor should submit the final draft of any newsletter to the Communications Chair (for publication on the website and/or on social media) and to the President (for publication in the Broadcast). As the budget allows, printed copies can be left in the main office, or even distributed in Wednesday folders. If printed copies are made, it is a good idea to prioritize giving some copies to the Tour Coordinator and to the PACE Information Night Lead to share with potential members.
    - c. **Submit to Archive**: Submit a final copy of each newsletter to the Historian/Archivist to be kept in the PACE archives.
  2. **The PACEsetter Newsletter Classroom Reporters**
    - a. **Create Class-Specific Articles**: A Reporter’s job is to share what is happening in your classroom with the wider school (and potential members of PACE). Articles might feature guest speakers, field trips, or special in-class activities. Each article should be accompanied by relevant photos.
  3. **Privacy Considerations**: It is **required** that articles and/or photos **not** feature personally-identifying information or children’s faces so that the PACEsetter can be shared on our website or social media and can be used for PACE marketing (such as PACE Tours and at the PACE Information Night).

### 3. Community Support Committee

- a. TERM: Committee positions are 1-year terms. However, for Coordinator positions that have a “Co-Coordinator,” we strongly encourage members who serve in the “Co-Coordinator” position to advance to the “Coordinator” position in the following year. While it is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area, there is no strict rule against continuing in a committee position indefinitely.
- b. Community Support Committee Structure: Led by the Community Support Chair, the committee is comprised of the PTA Representative, the Staff Appreciation Team, The New Family Mentoring Team, the Community Events Team, and the Meeting Support Team. In the absence of leadership in any of the following teams, the Community Support Chair can, with the advice of the Executive Committee, promote team members from within the committee, receive a new member into their committee, or personally assume the leadership role.
- c. Meetings: In addition to General Meetings, the individual teams in the Community Support Committee may hold additional planning meetings in preparation for their events and activities. Further, a representative from the various Community Support teams must attend and present at the “PACE Information Night” and, by request, may attend the “New Family Dessert Night.”
- d. Communication Stream: Generally, the team should communicate their needs and announcements through the Community Support Chair, who will attend Board meetings as their representative. The Community Support Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Community Support Chair’s request, the leaders or members of any team may attend any Board meeting in person to give a report.
- e. Enlist Volunteers: It is the responsibility of the committee to enlist parents volunteers to assist in any activity or endeavor planned by the committee or its teams.
- f. Manage Community Support Budget: Manage the budget and maintain records of deposits and expenses. Verify available budget with the Treasurer.
- g. Debrief & Record: On a regular basis, it is best practice to debrief as a team or as a committee and record the activities completed and the lessons learned in the PACE Sharepoint.
- h. Budget Input: Provide input to the President about the Community Support budget for the following year.

- i. Specific Roles & Teams: The following are descriptions of specific roles and teams in the Community Support Committee:
  - i. **PTA Representative**: The PTA Representative acts a liaison between PACE and PTA and encourages PACE members to also become PTA members. The PTA Representative attends all PTA Board Meetings and communicates pertinent PTA updates, activities and volunteer opportunities back to the Community Support Chair (who then passes that report on at the PACE Board and General meetings as needed). The PTA Representative may also be invited by the Community Support Chair to give updates in person at the PACE Board or General meetings.
  - ii. **Staff Appreciation Team**: This team is comprised of a Staff Appreciation Coordinator, and, if possible, a Staff Appreciation Co-Coordinator. This team can work with and support the PTA Staff Appreciation Committee, or can focus mostly on supporting PACE teachers. If it is decided to support the PTA Staff Appreciation efforts, clear communication with the Community Support Chair, PTA Representative, and the leader of the PTA Staff Appreciation effort is critical so as not to overlap or duplicate efforts.
    1. **PACE Teacher Appreciation**: Regardless of support given to the PTA Staff Appreciation Committee, PACE Staff Appreciation Team should provide coffee and/or small refreshments to PACE teachers on an ongoing basis in the PACE center room and for the fifth grade PACE teacher.
    2. **Staff Appreciation / Meeting Support Storage Locker**: Organize, restock, and maintain the PACE Staff Appreciation and Meeting Support storage locker located in Lockwood Elementary foyer.
    3. **Optional Duties**: The PACE Staff Appreciation Team may organize special events to support PACE Teachers (such as a “meal train” during conference week; or organizing a regular “Center Room” cleaning).
  - iii. **New Family Mentoring Team**: This team is comprised of a New Family Mentoring Coordinator, and, if possible, a New Family Mentoring Co-Coordinator. This team acts as a liaison between PACE and new families. If there is more than one coordinator on the team, it is recommended that families are assigned to one of the coordinators before the academic years begins so that they have a single point of contact for questions.
    1. **New Family Dessert Night**: The team shall plan and attend a “New Family Dessert Night” in the Fall designed to provide a networking

and socialization opportunity, to answer new family questions, and to emphasize PACE rules, requirements, policies, and deadlines.

- a. Invite Guest Representatives: It is recommended that the team invites representatives from the Enrichments Committee, the Membership Committee, and the Executive Committee to attend. Often, the Committee provides a binder with printed resources and materials to each new family.
  2. Ongoing Contact: The team should stay in contact with new families throughout their first year in the PACE program to ensure they have the support they need.
- iv. **Community Events Team**: This team is comprised of a Community Events Coordinator, and, if possible, a Community Events Co-Coordinator.
1. Build Community: The primary mission of the Community Events team is to build the PACE Community—raising morale, connecting families to each other, and letting different classes of parents/kids meet each other. As such, the committee plan and coordinates a variety of community events such as Community Service Events (such as park clean-up, letters to Assisted Living residents, etc.), or Social Events (such as a Gingerbread House Building Night, a Rock-Painting Night, an all-PACE Park Date, or a Movie Night).
    - a. No Fundraising / Low Cost: Events put on by the team should not be fundraising events and should not cost members significant amounts to attend. We do not want members to feel either burdened by the cost of attending or obliged to attend due to our financial needs.
  2. Crayola Recycling Program: An ongoing project of the Community Events Team is the Crayola Recycling Program. It's an asynchronous event (no specific gathering place or time) where families can drop off used markers for recycling. The team usually asks teachers to collect markers in the classroom and to dump them in a bin placed in the foyer.
- v. **Meeting Support Team**: The Meeting Support Team provides logistical support for all General Meetings as well as the New Family Dessert Night in terms of childcare and snacks and coffee for the adults. Typically, there are between 5-10 members on this committee (1-2 per class). The committee doesn't have a committee lead, but with the advice and support

of the Community Support Chair, this team's members will sign up to staff 1-3 meetings for childcare and 1-3 meetings for providing snacks/coffee (team members signing up for snack/coffee duty might be needed to assist in childcare after they set up the snacks/coffee).

Note that this team has a separate budget line than the Community Support Committee.

1. Childcare: The team is responsible for watching all potty-trained children age 2 and up that are dropped off by PACE parents (either in the Gym, Library, or both). Because it is a 1:10 ratio of adult:child, the team should plan to schedule at least three adults to staff the childcare. It is highly recommended that the Community Support Chair require parents to sign up for childcare in advance through a Microsoft Form so that the Meeting Support Team knows how many adults are needed.
  - a. Enlisting Help: If necessary, the Member Support Team should enlist extra adult help (who have completed the required NSD Volunteer Application forms) if the team is not able to cover the correct childcare ratio from within its team.
  - b. 5<sup>th</sup> Grade Sitters: The 5<sup>th</sup> Grade class traditionally volunteers at every meeting (sending up to a half-dozen 5<sup>th</sup> Graders to help chaperone). The 5<sup>th</sup> Graders are doing this in order to earn tips to fund the 5<sup>th</sup> Grade Camp. Turn in all collected tip money to the Treasurer. Every 5<sup>th</sup> Grader is included in the adult:child ratio as child and cannot be used to lower the number of adults present.
  - c. Childcare Bin: In the bin should be a small collection of Gym equipment, a sign-in clipboard for parents to sign-in and sign-out their children, and basic medical supplies like band aides. If the Community Support Chair does not provide an emergency contact sheet in advance, the Meeting Support staff should collect phone numbers from parents as they drop off children.
  - d. Facility Use: It is essential that we leave the gym and/or library in better condition than we found it. Do not allow food or drink in either space.
2. Coffee, Crumpets, & Chairs:
  - a. Chairs & Tables: Arrive at least a half-hour before each

meeting in order to help set up meeting chairs and tables. Stay afterward to help clean up the space and to put the chairs and tables away.

- b. Snacks & Coffee: Coordinate and provide refreshments for PACE-only General Membership meetings, including coffee/tea setup, finger snacks, and for the final meeting of the year, refreshments for the outgoing 5<sup>th</sup> Grade Class and families (typically, a special sheet cake is ordered for the occasion).
- c. Snacks/Coffee Bin & Foyer Locker: Split between the bin and the locker should be a small collection of napkins, plates, stirrer sticks, and utensils, as well as non-perishable foods. There should also be coffee machines, carafes, and coffee/tea supplies. It is the Meeting Support Team's duty to assess supplies and make purchases as needed. If restocking or using supplies from the locker in the foyer, please reach out to the Staff Appreciation Coordinator, who shares that storage space.

#### **4. Field Trips and Incursions Committee**

- a. TERM: Committee positions are 1-year terms. While it is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area, there is no strict rule against continuing in a committee position indefinitely.
- b. Field Trips and Incursions Committee Structure: Led by the Field Trips and Incursions Chair, the committee is comprised of a Field Trips Team (1-2 Representatives per class), and an Incursions Team (1 Representative per class). In the absence of an Incursions Representative in any class, the class Field Trips Representative(s) will assume those duties. In the absence of both a Field Trips and Incursion Representative in the class, the Field Trips and Incursions Chair can, with the advice of the Executive Committee, receive new members into their committee, or personally assume the role in that class.
- c. Meetings: In addition to General Meetings, the Field Trips and Incursions Committee members will hold additional planning meetings. Further, a representative from the Field Trips and Incursions Committee must attend and present at the "PACE Information Night" and, by request, may attend the "New Family Desert Night."
- d. Communication Stream: Generally, the team should communicate their needs and announcements through the Field Trips and Incursions Committee Chair, who will attend Board meetings as their representative. The Field Trips and Incursions

Committee Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Field Trips and Incursions Committee Chair's request, the Representatives may attend any Board meeting in person to give a report.

- e. Plan & Support All Field Trips & Incursions: In coordination with the Field Trips and Incursions Committee Chair, the Field Trip and Excursion Representatives shall:
  - i. Coordinate with the Teacher: The Representatives must coordinate with the teacher in defining, scheduling, making payment, filing appropriate paperwork, managing automobile transportation (including carpool assignments), and ensuring established processes.
    - 1. Payment & Tickets: Work with the teacher to schedule and make payment for field trips and incursions.
  - ii. Follow Fair & Uniform Chaperone Selection: The Representatives must adhere to established policy to determine chaperones for each field trip so that there is a fair and uniform selection.
  - iii. Verify Chaperone Paperwork & Car Seats: The Representatives must communicate with the Field Trips & Incursions Chair to ensure that all chaperones have paperwork turned in and approved prior to chaperoning.
    - 1. Driving Considerations: For 4<sup>th</sup> and 5<sup>th</sup> Grade Field Trips where the chaperone is driving, Representatives must ensure that we have copies of current driver and vehicle insurance, and a completed "Authorization to Drive Private Vehicle" form. Representatives should track insurance expiration dates to ensure earlier submitted insurance certificates are still in force during field trips. Further, Representatives should insure that car seats are available for all children under 4'9" as required by Washington State law (which may include regular measuring-of-kids sessions during the year).
  - iv. Manage Field Trips & Incursions Budget: Manage and maintain records of deposits and expenses for the class field trips and incursions budget. Verify current balance with the Treasurer as needed.

## 5. Fundraising Committee

- a. TERM: Committee positions are 1-year terms. While it is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area, there is no strict rule against continuing in a committee position indefinitely.

- b. Fundraising Committee Structure: Led by the Fundraising Chair, the committee is comprised of an Event Lead for each fundraiser and a Fundraising Representative from each class. In the absence of leadership in any of the following individual fundraisers, the Fundraising Chair can, with the advice of the Executive Committee, promote team members from within the committee, receive a new member into their committee, or personally assume the leadership role.
- c. Meetings: In addition to General Meetings, the Fundraising Committee may hold additional planning meetings in preparation for their events and activities. Further, by request, a representative from the Fundraising Committee may attend and present at the “PACE Information Night” and/or the “New Family Dessert Night.”
- d. Communication Stream: Generally, the team should communicate their needs and announcements through the Fundraising Chair, who will attend Board meetings as their representative. The Fundraising Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Fundraising Chair’s request, the leaders or members of any team may attend any Board meeting in person to give a report.
- e. Enlist Volunteers: It is the responsibility of the committee to enlist parent volunteers to assist in any activity or endeavor planned by the committee.
- f. Manage Fundraising Budget: Manage the budget and maintain records of deposits and expenses. Verify available budget with the Treasurer.
- g. Debrief & Record: On a regular basis, it is best practice to debrief as a committee and record the activities completed and the lessons learned in the PACE Sharepoint.
- h. Budget Input: Provide input to the President about the Fundraising budget for the following year.
- i. Specific Roles & Teams: While specific fundraisers may change for year to year, the following are descriptions of specific roles and teams in the Fundraising Committee that have occurred in the past:

- i. Fall Fundraising Teams**

- 1. Coordinate Fundraiser: Coordinate event. Accurately manage inventory and track individual family orders. In the past, we have had a team responsible for a Chinook Coupon Book Sale as well as a team responsible for a Charleston Wrap Catalogue Sales event.
    - 2. Report General Earnings: Submit a report to the Fundraising Chair

and the President detailing the expenses and income.

3. Report Individual Credits: Report individual member credits against their \$200 fundraising obligation numbers directly to the President, who will enter their credit directly into Jovial.

**ii. All Year Scrip Sales Lead(s)**

1. Coordinate Fundraiser: Coordinate the fundraising sale of gift cards (bought in bulk for a profit from discount). Traditionally this fundraiser is ongoing throughout the year. Accurately manage inventory and track individual family orders.
  - a. Order Submissions & Distributions: Collect individual orders, submit order to website, manage inventory, and distribute orders to families.
2. Report General Earnings: Submit a report to the Fundraising Chair and the President detailing the expenses and income.
3. Report Individual Credits: Report individual member credits against their \$200 fundraising obligation numbers directly to the President, who will enter their credit directly into Jovial.

**iii. Spring Fundraiser Lead(s)**

1. Coordinate Fundraiser: Coordinate spring group fundraiser. Traditionally, an in-person or online auction is held.
2. Report General Earnings: Submit a report to the Fundraising Chair and the President detailing the expenses and income.

**iv. Fundraising Representatives**: Each class has one Fundraising Representative. The Representative's job is twofold: to *advertise* fundraising events, and to personally *staff* the planning, production, and/or execution of those events.

1. Advertising Fundraising Events: Communicate Fundraising activities and events to class, send reminders, encourage parents to participate (as staff on the event, as a salesman, or as a customer)
2. Staffing Fundraising Events: Support the Fundraising Team Lead(s) for their various fundraising activities as needed.

**6. Membership Committee**

- a. TERM: While most committee positions are 1-year terms, the Enrollment Coordinator is a two-year term (staggered with the Membership Chair). The Parent Participation Coordinator is also a two-year position. For all other positions, it is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area. However, there is no strict rule against continuing in a committee position indefinitely.
- b. Membership Committee Structure: Led by the Membership Chair, the committee is comprised of an Enrollment Coordinator and an Assistant Enrollment Coordinator; an Enrollment Tours Team (led by the Tour Coordinator and staffed by 1-4 Tour Guides); and the Parent Participation Coordinator. In the absence of leadership in any of the following roles, the Membership Chair can, with the advice of the Executive Committee, promote team members from within the committee, receive a new member into their committee, or personally assume the leadership role.
- c. Meetings: In addition to General Meetings, the Membership Committee may hold additional planning or training meetings in preparation for registration events. Further, a representative from the Membership Committee must attend and present at the “PACE Information Night” and the “New Family Dessert Night.”
- d. Communication Stream: Generally, the team should communicate their needs and announcements through the Membership Chair or Enrollment Coordinator, who will both attend Board meetings as their representatives. The Membership Chair will submit announcements to the Communications Chair (for inclusion on the website, social media, or newsletters) and to the President (for inclusion in the Broadcast). If desired, or by the Membership Chair’s or Enrollment Coordinator’s request, the committee members may attend any Board meeting in person to give a report.
- e. Manage Membership Budget: Manage the budget and maintain records of deposits and expenses. Verify available budget with the Treasurer.
- f. Debrief & Record: On a regular basis, it is best practice to debrief as a committee and record the activities completed and the lessons learned in the PACE Sharepoint.
- g. Budget Input: Provide input to the President about the Membership budget for the following year.
- h. Specific Roles & Teams: The following are descriptions of specific roles and teams in the Membership Committee:
  - i. Enrollment Coordinator: *(see description in the Board Job Descriptions)*

ii. **Assistant Enrollment Coordinator**

1. Assist the Enrollment Coordinator as required. Specific duties may include:

- a. Summer Packets: Responsible for printing, editing, assembling, distributing, and collecting registration packets.
- b. Waitlist Application Form: Responsible for editing, copying, and assembling of PACE Lottery and Waitlist application forms if printed; and responsible for electronic version of application forms, if applicable.
- c. “PACE Information Night” Enrollment Guide: In coordination with the Membership Chair, responsible for editing, updating, and copying the Enrollment Guide to be used at the PACE Information Night.
- d. Volunteer Applications Spreadsheet: Responsible for accessing and distributing (to interested PACE parties) the Volunteer Applications Spreadsheet provided by the Lockwood Office Staff. “Interested parties” include Class Coordinators, Field Trip and Incursion Chair.
  - i. Communicates with Lockwood Office: Works with Lockwood Elementary Office staff to verify that parents have access to the current volunteer application forms.

iii. **Enrollment Tours Team**: Led by the Enrollment Tours Coordinator and staffed by 1-4 Enrollment Tour Guides, the Enrollment Tours Team conduct classroom tours. In the discretion of the Membership Chair, these tours may take place remotely.

1. **Enrollment Tours Coordinator**

- a. Scheduling Tours: The Enrollment Tours Coordinator shall communicate with prospective families, Lockwood Office, and PACE teachers to organize, schedule tours.
- b. Training Tour Guides: The Enrollment Tours Coordinator shall meet with the Tour Guides to train for the position.
  - i. Updating Tour Script: The Enrollment Tours Coordinator shall regularly update and perfect the

## Tour Script.

- c. Preparing Remote Tours Material: The Enrollment Tours Coordinator shall regularly update remote tour material (such as Google Slides, or videos from Principal or Teachers).
- d. Substitute Tour Guide: The Enrollment Tours Coordinator shall act as an emergency tour guide in the case where a tour is scheduled and no tour guide is available at the time of the tour.

## 2. Enrollment Tours Guide(s)

- a. Lead Tours: The Tour Guides shall lead tours for prospective families at scheduled and approved times, using a predetermined script as provided by the Enrollment Tours Coordinator.

## iv. **Parent Participation Coordinator**

1. Track Volunteer Hours: The Parent Participation Coordinator shall collect data regarding member's volunteer hours by advertising and publishing a regular survey form three times each academic year (trimesters ending on Dec 1, Mar 1, and Jun 1).
2. Coach Members Needing Hours: For any member who is not "on track" to completing hours, the Parent Participation Coordinator should reach out to them directly with advice about how to complete those hours.
3. Create a "Good Standing" Report: Create and submit a "Good Standing" Report to the Membership Chair after each Hours Reporting period that charts how PACE members are doing in fulfilling their Hours Obligation.
4. Annual Hours Report: Create an Annual Hours Report to be presented to the incoming Board at their first Board meeting over the summer. If possible, the report should attempt to track trends over the prior five years.

## 7. **Treasury Committee**

- a. TERM: Most committee positions are 1-year terms. It is generally preferred that members not hold the same position for more than two terms in order to give other members a chance to show their talents in that area. However, there is no

strict rule against continuing in a committee position indefinitely.

- b. Treasury Committee Structure: Led by the Treasurer, the committee is comprised of a Special Treasurer (often in charge of the Scrip Fundraising) and the Auditor/Bank Statement Reviewer (which can be split into two rolls). In the absence of a Special Treasurer, the Treasurer can personally assume that roll. However, by virtue of the position being a check on the Treasurer, the Auditor / Bank Statement roll must be filled by a different member.
- c. Specific Roles: The following are descriptions of specific roles in the Treasury Committee:

- i. **Special Treasurer (Scrip Treasurer)**

- 1. Communication with the All Year Scrip Sales Lead(s): The Special treasurer works closely with the All Year Scrip Sales Lead(s), and exclusively manages the deposits and disbursements of funds.
    - 2. Fiscal Responsibility: The Scrip Sales Fundraiser has a separate bank account where the Special Treasurer is an authorized signee. The Special Treasurer shall receive all funds of the Scrip fundraising program into that account and shall distribute funds only in accordance with established procedures.
    - 3. Create Regular Financial Reports: Present a financial statement to the Treasurer before every Board meeting, and again before the mid-summer “Budget Committee” meeting.
    - 4. Provide Records to Auditor / Bank Statement Review: Upon request, the Special Treasurer must provide financial records to the Auditor /Bank Statement Reviewer.

- ii. **Auditor / Bank Statement Reviewer**

- 1. Review Bank Statements: The Bank Statement Reviewer shall review bank statements from both the Treasurer and the Special Treasurer on a monthly basis.
      - a. Report to the President: Before each Board meeting, the Auditor shall submit a report to the President on this review of bank statements.
    - 2. End-of-Fiscal-Year Audit: Between the ending of the fiscal year (August 31) and before November, the incoming Auditor / Bank Statement Reviewer must conduct a financial audit of all PACE accounts as is required by our 501(c) 3 status and our insurance requirements. An audit may be performed at other times when deemed necessary by the Executive Committee.